

PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. CLIV, No. 5

NEW YORK, JANUARY 29, 1931

10c A COPY



A Bedtime Story

It's any Sunday night. The hour is ten-thirty. The place, almost anywhere in the U. S. A.

The children have had their corn flakes and been in bed for two hours. Father and Aunt Jennie and Mr. and Mrs. Mason from next door are drinking coffee and listening to the radio. In another hour they, too, will all be in their beds and sleeping dreamlessly.

Coffee and sleep? Certainly! The cup is Kellogg's Kaffee Hag Coffee—"The Coffee that let's you sleep." The music is the beautiful slumber hour of Ludwig Laurier, sponsored by the Kellogg Company.

It was a happy thought that brought these two conspirators of sleep together—a warm, comforting, bedtime drink and a slumber-time program of singular beauty.

For—by appropriately linking radio with this product, supporting the newspaper and magazine advertising, the popularity of Kellogg's Kaffee Hag Coffee is growing steadily.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA
New York Boston Chicago San Francisco Detroit London



SAFEGUARDS TO ADVERTISING DOLLARS

As a client, you have a right to *know* that your advertising dollar is being effectively spent • Federal acknowledges that right and provides for its fulfillment • Whenever a situation arises which is not covered by twenty-two years of advertising experience—whenever a moot question arises as to copy or layout—markets or media—it is answered by thorough-going tests, carefully planned, faithfully executed and honestly interpreted • These tests may take us into the psychological laboratory or out into the field—they may involve the use of elaborate apparatus or test campaigns. Whatever method the particular point at issue demands, that is the method followed • Results? Most gratifying! Thus we are able to select the right “Interrupting Idea” with which to vitalize a campaign. We are able then to interpret that idea in a profit-building way. And the longevity of Federal’s clientage is convincing evidence that these safeguards to its advertising dollars are fully appreciated.

FEDERAL
ADVERTISING AGENCY, INC.

6 EAST 39TH STREET, NEW YORK CITY

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PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CLIV

NEW YORK, JANUARY 29, 1931

No. 5

Old Man Specific in 1931

His Favorite Prescription for Anemic Copy Is a "Chewable" Idea

By Marsh K. Powers ("P. K. Marsh")

President, The Powers-House Company (Advertising Agency)

"Old Man Specific," said Mr. Powers, when he introduced his famous character to the advertising world through the pages of PRINTERS' INK twelve years ago (Feb. 13, 1919), "is physician extraordinary to nerveless, enfeebled copy."

The more common forms of this sort of copy he classified as follows: 1. Spread-eagle flub-dub. 2. Claims unsupported by proofs. 3. Ads which can be made to fit a competitor's line merely by transposing names. 4. The glorification of trivialities. 5. 90 per cent of "revolutionizing-an-industry" copy.

"It is a sickening list," Mr. Powers continued, "yet I challenge any copy writer to prove himself guiltless of contributory negligence. Laziness, ignorance and enthusiasm—these are the chief causes, but the greatest of these is enthusiasm."

"What's the cure? Boy!—page Old Man Specific."

BACK in the days when pug dogs were the popular canines and few of today's copy writers had begun to take any interest in such mundane commercial topics as sales-resistance and consumer-appeal—(in fact, before those terms were invented)—Grover Cleveland coined a phrase—"Glittering Generalities."

The keen irony of that verbal harpoon did not, however, disturb the even tenor of its victims' course.

The glittering generality is apparently eternal and will probably persist as long as there are political orators, luncheon speakers and copy writers. Some there will always be who, in stringing words together in written or printed speech, will take the easiest way, producing a deal of "sound and fury, signifying nothing" and as easily forgotten.

"Old Man Specific" was born in the months immediately following

the oversold era of the World War. He was inspired by the passing of a period in advertising during which copy that could conceivably produce inquiries or orders had been taboo in many factories, a period in which, as a result, say-nothing copy blossomed grotesquely.

As always happens after an abrupt change in conditions, many habits were retained without careful scrutiny as to how well they satisfied the new and changed situation. After the happy-go-lucky days of the oversold period had ended, many a business automatically continued to employ the same weapons and policies which had proved adequate in the preceding easy-come-easy-go era.

The glittering advertising generality was one of them and was the target of Old Man Specific's criticisms.

Today, history is repeating itself.

Just as in 1919, the buyer has

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remounted the throne and, as before, is chary with his favors. Nevertheless, there are advertisers who are still seeking to untie his reluctant purse-strings with messages completely lacking in persuasiveness, offering no credible incentive for action.

Such advertisements do not take into account the fact that it is no longer a sellers' hey-day. Money no longer oozes from prospects' pockets at the least suggestion. Buyers have returned from Wall Street, Palm Beach and Del Monte. Their address as of January 1, 1931, is in that sovereign but skeptical State of Missouri.

I witnessed a graphic illustration of this just last week.

It was late afternoon of the first day of a company's sales convention.

One of the younger salesmen, filled with zest and *joie de vivre*, was endeavoring to organize an expedition to go forth, later, in search of nocturnal adventure. Two years ago volunteers would have been quick and plentiful, willing to take a chance, sight unseen.

Were they quick and plentiful last Wednesday?

Quite the reverse.

They questioned, re-questioned and cross-questioned the organizer as to just what he had in mind. They advanced critical and detailed objections—so many, in fact, that I felt certain the organizer's own enthusiasm would be chilled. In the end, only two agreed to accompany him—and even they lukewarmly specified "provided that we still feel like it after dinner."

Few of the men invited had suffered a bad year—in fact, a number of them had earned more money in 1930 than ever before. That didn't affect the situation. The fundamental fact was that there was no coin of the realm in their pockets burning to be spent without complete assurance of full value in return. They wanted reasons-why and plenty of them, with all speculation eliminated.

That is the attitude of mind which confronts advertisers today.

People are buying—when desire is sufficiently stimulated or the inducement is made sufficiently great.

There is money that can be lured out of its hiding places—but it is no longer easy money, responsive to vague hints or glamorous, diaphanous suggestion.

Old Man Specific Returns to Business

In other words, Old Man Specific—after a few years in which he seemed permanently demoted (along with "old-fashioned" conceptions as to what constitutes the correct ratio between corporation earnings and Wall Street quotations)—has again become a person worth consulting.

Who is "Old Man Specific"?

He is the advocate of demonstrable facts as opposed to unsubstantiated claims and unproved superlatives—of evidence as against unsupported assertion.

He seeks to make public in definite terms your strongest sales arguments—your soundest reason or set of reasons for continued existence in a strenuously competitive era—the intrinsic facts about you or your merchandise which are actually better than anything your rivals can offer.

And he is a hard taskmaster. He first puts your merchandise to a searching test to uncover its competitive justification or a distinctive and appealing sales point then prescribes a type of copy which does not flow semi-automatically from a copy writer's pencil. His goal is to avoid the message that is easily ignored, quickly forgettable.

In place of vague phrases on the order of "Wherever smart hostesses entertain, A——'s occupies a prominent position on their well-appointed tables," Old Man Specific seeks to substitute more tangible appeals.

He marks with brutal question marks such messages as "Smartness of line is a dominant factor in B——'s popularity; the B——'s reputation for craftsmanship is another."

He blue-pencils insipid banalities on the order of "The Story of C—— may be told in just three words—attractive—long-wearing—inexpensive"—a juicy mouthful perhaps, to the proud manufacturer.

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FRIENDSHIP

What is advertising but a product seeking to make friends with its public? And what a magnificent task it is to take the attraction and knowledge and confidence on which all friendships must start, grow, and stand — and multiply these by millions!

Thus the advertising agency enters a bigger field than selling. To the promotion of human relations, may well be applied all the resources of a world-wide organization and nearly thirty years of experience.



MCCANN-ERICKSON

INCORPORATED

ADVERTISING

NEW YORK . CHICAGO . CLEVELAND . SAN FRANCISCO . DENVER
SEATTLE . LOS ANGELES . TORONTO . MONTREAL
VANCOUVER . WINNIPEG . LONDON . PARIS . FRANKFORT a.M.

turer but dry as sawdust on a reader's palate.

In their place he tries to leave behind, after the page has been turned, a "chewable" idea which will long persist in the reader's memory.

Obviously, it is easier to evolve a generality than to heed Old Man Specific.

The generality is light and volatile and entails no fatigue in its handling. It is well suited to mass production. No perspiration or brain-fag is needed to sharpen its cutting edge. Its choice rouses few critics in the advertiser's organization. It is so inoffensive that it inspires few arguments—in fact, it is dignity personified. And, because of these latter qualities, it is in a class by itself as an "Open Sesame" to the instantaneous O.K.

Little wonder that the glittering generality is ageless in its popularity.

Nevertheless, the handwriting is on the wall—or, rather, it is indicated in the type-panels of advertising pages—that before the year is much older Old Man Specific will again be found sitting in the censor's chair in the offices of scores of additional advertisers. When competitors become specific it is usually sound discretion for their rivals to follow suit.

There is an increasing amount of copy, today, of the flavor of the following excerpts:

"A new story every night for 982 nights." * * *

"Once again a world's highest building is crowned by a Barrett Specification Roof. Every holder of that title from 1913 until now—Empire State Building, Chrysler Building, Bank of Manhattan, and Woolworth Building—has had the same kind of roof." * * *

"While our chef was engaged at St. Moritz, the King of Greece had a standing order for his Special Filet Mignon." * * *

"A recent count on the highway between Chicago and Milwaukee showed 587 gasoline pumps, of which 119, or one-fifth, were Ethyl Gasoline Pumps. Surveys on other

typical highways show that Ethyl maintains this percentage throughout the country." * * *

"It will take you 3 days. It will cost you 25 cents." * * *

Even in the advertising of articles of food and drink Old Man Specific shows his hand, in spite of the fact that there are scores of advertising writers who will assure you that anything so intangible as flavor or taste is not susceptible to the specific treatment.

Campbell's Soups, for one, flatly invalidate that claim in their opening sentence: "Did you ever hear of a vegetable platter that contained fifteen different vegetables?"

Billy Baxter, too, escapes the treadmill of superlatives on which most beverage advertisers endlessly parade and meets the copy problem in this way:

"The Spoon is the Enemy of the Highball. Ask Billy Baxter about self-stirring Club Soda and Ginger Ale. His booklet tells all."

The single word "self-stirring" gives the message a specific interest which no amount of "delicious," "refreshings," "piquants," or less usual synonyms laboriously culled from a thesaurus, could possibly have achieved.

It would be reasonably simple to continue with further examples both of the glittering generalist style of copy and of the contrasting type which introduces at least one specific, tangible sales argument. However, the selections already given adequately typify the contrasting procedures.

Whenever buyers are reluctant to commit themselves to expenditures, when they must be carried far past any lurking doubt as to the wisdom of each expenditure, Old Man Specific assumes his maximum importance in the sales and advertising world and appears most frequently.

The puzzling part of the matter is that so many of the advertisers who apparently, in periods of hard selling, recognize the value of Old Man Specific, fail to retain him on their staffs at all times, through sunshine as well as through fog.

It does not seem wholly reason-

Thorough Trading Area Coverage Through One Newspaper!

What Milwaukee Buys and How Much —

UP-TO-DATE, detailed information of the buying habits of 725,000 people is now available to sales and advertising executives in the 1931 Consumer Analysis of the Greater Milwaukee market—the tenth annual edition.

Hundreds of advertised products are covered in this survey, with figures on consumer preference, annual market consumption, family average, dealer stocks and other data of invaluable aid in the organization of successful sales and advertising campaigns in this market.

A request on your business stationery will bring you a copy of this market analysis.

THE MILWAUKEE JOURNAL

W FIRST BY MERIT W

National Representatives O'Mara & Ormsbee, Inc.
New York Chicago Detroit Los Angeles San Francisco

Read by More than Four out of Five Milwaukee Families!

able to assume that the man who can make sales when obstacles are present will fall down on the job when the sales road grows smoother and sales resistance eases up.

Do the intermittent comings and goings of Old Man Specific hint at something illogical in advertising reasoning, or is the cycle simply a reflection of human laziness constantly seeking the path of least exertion?

Francis Lawton, Jr., Heads General Business Films

Francis Lawton, Jr., formerly sales manager of Paramount Business Pictures, Inc., the commercial subsidiary of the Paramount-Publix Corporation, has been elected president of General Business Films, Inc., with headquarters at New York. For several years he was vice-president of the Jam Handy Picture Service, Inc., Chicago, and also, at one time, conducted his own selling and advertising film business at New York. Before that he was business manager of *Mid-Week Pictorial* and *Current History Magazine*, New York, later becoming vice-president of the Newspapers Film Corporation, New York.

J. W. O'Mahoney, Vice-President, Smith, Sturgis & Moore

J. W. O'Mahoney has been elected a vice-president of Smith, Sturgis & Moore, Inc., New York advertising agency. He joined the company as an account executive in 1929. Later he was appointed manager of the merchandising division and, more recently, director of the radio division of the agency.

O. C. Roy, Secretary, Kelly, Spline & Watkins

Oscar C. Roy, president of O. C. Roy & Company, Inc., and for five years vice-president of the Nassau Daily Review Corporation, has been elected secretary of Kelly, Spline & Watkins, Inc., New York advertising agency.

White Owl Cigar to Rankin

The General Cigar Company, Inc., New York, has appointed the Wm. H. Rankin Company, Inc., advertising agency of that city, to direct the advertising of its White Owl cigars. This is in addition to the advertising of Robt. Burns and Wm. Penn brands, now being handled by the Rankin agency.

Has Nunn-Bush Shoe Account

The Nunn-Bush & Weldon Shoe Company, Milwaukee, has appointed Neisser-Meyerhoff, Inc., advertising agency of that city, to direct its advertising account.

A. H. Deute to Join Hamman Lesan at Los Angeles

Arthur H. Deute, vice-president and general manager of The Billings & Spencer Company, Hartford, Conn., manufacturer of tools, will join the Hamman-Lesan Company, Los Angeles advertising agency, on about March 1, as an executive and member of the firm. Before joining The Billings & Spencer Company, Mr. Deute was with Batten, Barton, Durstine & Osborn, Inc., and was for seven years general manager in charge of sales and advertising of The Borden Company, New York.

This new association marks the return to the Pacific Coast of Mr. Deute. He began his career in the Pacific Northwest where he operated an advertising agency at Portland and where he was for seven years manager of the Vogan Canned Company.

For six years Mr. Deute has been a special contributor to PRINTERS' INK.

Shotwell Account to Shields & Vandenberg

The Shotwell Manufacturing Company, Chicago, manufacturer of marshmallows and other confectionery specialties, has appointed Shields & Vandenberg, Inc., advertising agency of that city, to direct its advertising account. Business publications, direct mail and local consumer mediums will be used.

I. T. & T. Appoints Marschalk and Pratt

The International Telephone & Telegraph Corporation, New York, has appointed Marschalk and Pratt, Inc., advertising agency of that city, to direct its advertising account. This appointment does not include the company's financial advertising.

Trackson Appoints Dyer-Enzinger

The Trackson Company, Milwaukee, has appointed the Dyer-Enzinger Company, Inc., advertising agency, to direct its advertising. The Trackson Company manufactures full-crawlers and tractor equipment.

Appoints Carroll Dean Murphy

The Borden's Ice Cream Company, Illinois, Chicago, has appointed Carroll Dean Murphy, Inc., advertising agency of that city, to direct its advertising account.

Appointed by McCann-Erickson

Thurston McGuffick has been appointed space buyer of the San Francisco office of McCann-Erickson, Inc., advertising agency.

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NEW ENGLAND'S SECOND LARGEST MARKET



Another Providence Retail Pointer:

A GAIN of 163,142 Lines in Clothing and Shoe display!

During 1930, retailers of Men's and Women's Clothing and Shoes increased their display advertising in the Providence Journal and Bulletin by 163,142 lines.

A proportionate increase in Department Store lineage netted another GAIN of nearly a quarter-million lines.

These leaders in the retail field turned to the newspapers for business stimulation. Evidently they have faith in Providence, and in the newspapers which serve that market. They are intimately acquainted with local conditions, and able to guide their advertising by day-to-day experience.

When a group who may be expected to know, back up an idea persistently with their own money, their opinion is worth careful consideration.

The Providence Journal Morning and Sunday The Evening Bulletin

Representatives

CHAS. H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago

Los Angeles San Francisco Seattle

How General Electric Sells Radios to Its Employees

This Plan Eliminates the Nuisances That Generally Accompany Selling to Employees

THE number of employees on the payroll, the location of the plant, the nature of the product—these are all factors that determine the degree of trouble caused by the desire of employees to buy the product they make. To those manufacturing executives to whom the entire matter has been somewhat of a nuisance, and to others to whom it has been a genuine problem, the plan developed by the General Electric Company may suggest the germ of an idea.

This plan applies to the General Electric Radio. It is unique in that, under the terms of the plan, the whole scheme revolves around the regular General Electric Radio distributor and dealer. The distributor gets a full margin of profit and the dealer gets a reasonable margin of profit and all sales to employees are made through these channels—there are no exceptions.

All employees of the General Electric Company are entitled to buy the company's radio sets, complete with tubes, at a discount of 25 per cent from the list price. The models available at this reduction are specified, together with the exact list price and the price to employees.

The Employees' Sales Stores in all General Electric factories, or Employees' Sales Representatives in district or local offices, will issue, upon application by the employee, a purchase order. This order entitles the employee to purchase the model he desires from any appointed General Electric Radio dealer.

Every effort is made to limit these employee purchases to sets actually bought for the employee's personal use. The purchase order is issued only after a careful check has been made of the eligibility of the employee and the use that is to be made of the set.

A voucher is issued in triplicate, one copy to the employee, one copy to be kept by the Employees' Sales Department, and one copy to be

sent to the company's radio distributor.

The dealer is to sell at the discount only to a General Electric employee presenting the properly executed purchase order. Time payment sales may be financed through the company's time payment plan in the same manner as regular sales.

The dealer is to offer the company's employees the same service privileges accorded to any purchaser.

A Step Further

Those are the basic essentials of the plan. However, the company does not stop with the formulation of the idea itself. It goes a step further and points out to its whole sale distributors that inasmuch as there are 90,000 General Electric employees, they constitute a market group worth going after energetically. And then it helps its distributors to sell these 90,000 employees.

It sends to its distributors posters and booklets, to be used in selling General Electric Radios to General Electric employees. It suggests that distributors have their salesmen contact the company's stores and offices. It advises that a radio be put on demonstration in these places. "Where show windows are available in employees' stores," it says, "get permission to dress them as you would a dealer's window."

Here are some additional suggestions made to wholesale distributors:

1. See that employees' stores are at all times provided with folders and posters.

2. Give store managers the names and addresses of dealers in the same city who are qualified to sell G-E radios to G-E employees.

3. Inspect carefully the purchase-order copies which you will receive. Note that they are serially numbered. They will indicate the apportionment of this business

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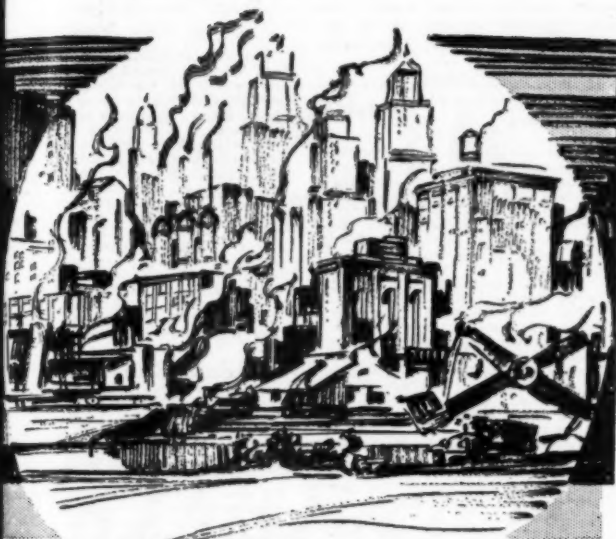
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Detroit Will Reward Aggressive Advertising

A city of Detroit's size is a big market. It is one of the four greatest markets in America. Such a market has a huge stomach. It consumes huge quantities of food, shoes, clothing, tooth pastes, pharmaceutical supplies and what not. Particularly its rate of consumption rapid when the wheels of industry turn over, as is the case in Detroit now, with 135,000 workers added to the payroll during the last two weeks.

At the same time, Detroit is a remarkably easy and singularly economical market to sell. Here in Detroit The News, alone, will adequately deliver your message to the substantial home-dwelling population. Besides having the largest total coverage of Detroit, The News reaches 91% of the financially able homes (by actual survey of streets selected by America's third largest department store). Use The News alone in Detroit, employ dominating copy and win this market at low cost.

The Detroit News

New York Office
A. KLEIN, Inc.

THE HOME NEWSPAPER

Chicago Office
J. E. LUTZ

Member 100,000 Group of American Cities

among dealers whose names you have supplied, as well as the degree of dealer co-operation under this plan.

It suggests that distributors send the following letter to all G-E radio dealers:

There are in the United States approximately 90,000 employees of the General Electric Company. Many of them will buy new radio sets this year—many will purchase a new General Electric Radio because of:

1. A desire for the best in radio.

2. Loyalty to the General Electric Company.

3. The employees' discount offered by the General Electric Company.

The G-E Policy on Employees Radio Sales this season will enable you to enjoy this business at an attractive profit. The sales plan outlined in the attached sheet contains the following features which we are confident will appeal to you:

The G-E Employees' discount of 25 per cent allows you a reasonable margin of profit with a minimum of sales effort.

This business will aid you in building your volume so that you will be entitled to an additional quantity discount.

G-E Employees have better than average credit standing—this is important in financing these sales.

Our representative will call on you in the next few days and explain how you may enjoy this business.

General Electric Employees represent a substantial market for G-E Radio. They are enthusiastic boosters of G-E Products. Serve them satisfactorily and they will boost for YOU TOO!

It has been said that big businesses have been built by paying attention to little things. This problem of selling to employees is one of those little things that is all too likely to be neglected. Here is one company, however, that merchandises to its employees just as energetically as it merchandises to the regular consumer.

International Shoe Appoints H. C. Simons

Harry C. Simons, formerly director of advertising and sales of the Nisley Shoe Company, operating a chain of shoe stores, has been appointed director of advertising of the International Shoe Company, St. Louis.

New Account to Geyer

The Food Display Machine Corporation, Chicago, has placed its advertising account with The Geyer Company, Dayton, Ohio, advertising agency.

Form New Radio Group at New York

The Theatre Magazine Radio Bureau, Inc., has been formed at New York for the purpose of presenting stage plays and original dramas over the radio. Paul Meyer, publisher of *Theatre Magazine*, is president of the new bureau which will work in co-operation with program sponsors and their advertising agents and with the production departments of the broadcasting stations and Broadway producers. Other officers of the Theatre Magazine Radio Bureau are: Louis Meyer, also of *Theatre Magazine*; Gladys Shaw Erskine, actress and playwright; Stewart Beach and Sylvia Golden, editors of *Theatre Magazine*; Ivan Firth, formerly of the National Broadcasting Company; and Howard Rocky, at one time with Lord & Thomas and Logan.

Freeman Shoe Plans 1931 Campaign

The Freeman Shoe Corporation, Beloit, Wis., plans an expenditure of \$100,000 in national advertising during 1931 to feature its Freeman Famous Five and Freeman Imperial Six shoes for men and boys. Magazine, business paper and radio advertising will be used. The account is being directed by Klaus Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee advertising agency.

Haberlin Moriarty with James Houlihan

Haberlin Moriarty has joined the Oakland, Calif., office of James Houlihan, Inc., advertising agency, with which he was previously associated. More recently he has been copy chief of the San Francisco office of the Campbell-Ewald Company.

New Accounts for Auspitz- Lee-Harvey

The Ross Corporation, manufacturer of Phoenix miniature radio receivers and the States Pharmacal Company, both of Chicago, have appointed Auspitz-Lee-Harvey, advertising agency of that city, to direct their advertising accounts.

G. H. Corbett to Direct Crosley Radio Advertising

Glenn H. Corbett, formerly a member of the advertising department of the Globe-Wernicke Company, Cincinnati, has been appointed manager of advertising and publicity of the Crosley Radio Corporation, of that city.

W. H. Beal Heads Lycoming

W. H. Beal, formerly vice-president and general manager of the Lycoming Manufacturing Company, Williamsport, Pa., is now president of that company. He has been with the Lycoming company for the last twelve years.

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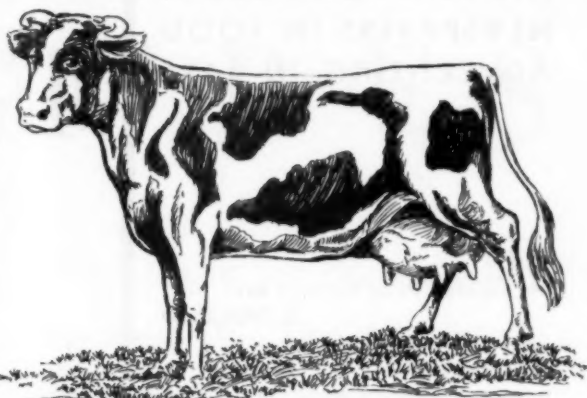
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No Chimneys On This Factory

—but dairying has so developed in Duval County, that 106 dairies of 20 to 200 cows occupy 8,000 acres of land immediately surrounding Jacksonville. Florida's largest city requires large quantities of milk—just as it liberally consumes all needs and luxuries.

Jacksonville buying requirements and buying ability make "Florida's Foremost Newspaper" especially profitable to the advertiser who thus reaches 71.3 per cent of Jacksonville's families.

The Florida Times-Union

JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco
Member of the 100,000 Group of American Cities

FIVE LEADING AMERICAN NEWSPAPERS IN FOOD ADVERTISING IN 1930

FIRST

The Chicago Daily News (6-day)
2,001,230

SECOND

Pittsburgh Press (7-day)
1,927,910

THIRD

Los Angeles Herald (6-day)
1,915,136

FOURTH

Washington Star (7-day)
1,883,577

FIFTH

Detroit News (7-day)
1,742,879

*Figures include general, retail and
department store food advertising.
Figures by Media Records, Inc.*

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... which speak for themselves of the value of The Chicago Daily News as a medium that sells merchandise for food advertisers ... indeed as a medium for the advertising of any product designed to reach the Chicago home and homemaker.

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

ADVERTISING REPRESENTATIVES:

CHICAGO

Home Office
Daily News Plaza
Tel. Dearborn 1111

NEW YORK

B. Woodward, Inc.
110 E. 42d St.
Tel. Ashland 4-2770

DETROIT

Joseph R. Scolaro
3-241 General Motors
Bldg.
Tel. Empire 7810

SAN FRANCISCO

C. Geo. Krogness
303 Crocker (et Nat'l
Bank Bldg.
Tel. Douglas 7892

ATLANTA

A. D. Grant
711-712 Glenn Bldg.
Tel. Walnut 8902

MEMBER OF THE
100,000 GROUP
OF AMERICAN
CITIES

Of more than usual significance
is the fact that

28,414* TRACTORS

were registered in Oklahoma
for 1930 as compared with
26,242** in 1929. This is

a gain of 8.27%

in the past year. It furnishes
another sure indication of the
progress and increased buying
power of Oklahoma farmers.

* as of Jan. 1, 1931.

** as of Jan. 1, 1930.

THE  **OKLAHOMA**
FARMER-STOCKMAN
OKLAHOMA CITY OKLAHOMA
200,447 A. B. C. CIRCULATION

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A Simple Way to Test Advertisements

This Bank Is Able to Measure Accurately the Attention-Value of Its Advertising

By Allan Herrick

Advertising Manager, Security-First National Bank, Los Angeles, Calif.

PRELIMINARY tests to determine the effectiveness of proposed advertisements are of increasing usefulness. The "recall" tests and "recognition" tests of the psychological laboratories, the exhaustive researches made by specialists, and the test campaigns used by so many advertisers have all added to the general store of advertising knowledge and have thrown interesting light on specific problems.

Tests of this kind are, however, not available to all advertisers. Lack of time and the cost make only simple and inexpensive tests possible.

This article sets forth tests of this latter kind—not tests that tell the complete story of advertising effectiveness, but tests that are surprisingly helpful in disclosing the extent of public interest in a given advertising message.

Our problem is to provide advertising material for the use of our 130 branch banks located in Central and Southern California. Although the branches cover a wide area, the service offered is almost identical. Each branch offers savings accounts, checking accounts, trust service, safe deposit boxes, and in most instances, escrows and real estate loans. Our task is to bring these services to the attention of the bank's present customers and the general public, using for this purpose newspaper space, lobby posters, window displays, direct mail, and in some cases radio.

Our first step in the preparation of an advertisement featuring some particular service or department is to prepare a poster of the advertising idea in a size suitable for display in a standard poster stand in one of our bank lobbies. Each

HERBERT HOOVER

Talks About Saving

I have never seen any road to independence except by saving. A man with only \$1.00 of assets has to take the first step offered him. The man with \$1,000 can take the choice of several. A man with \$5,000 saved can go a long way toward dictating who is to get his service. I went through this mill myself. — Herbert Hoover.



ADD TO YOUR SAVINGS THIS MONTH

Calvin Coolidge

on Saving Money

No one is so poor that he cannot begin to be thrifty. No one is so rich that he does not need to be thrifty. The margin between success and failure is measured by a single word, *thrift*. The man who saves is the man who will win.

Add to your Savings this month

These Two Posters Attracted Attention Far Above the Average—Out of 1,000 People Entering the Bank, 34 Stopped to Read the Poster on the Left and 46 the Other Poster

one of our banks has in its lobby a stand built to accommodate a poster 20 by 27 inches.

The illustration, copy and layout receive our best attention. If we have several ideas we make up a poster about each of them. We work at this until we have three or four that in our opinion are satisfactory. We then display each of these for a day in a branch bank, and a member of our staff spends the entire day in the branch lobby. He counts every person who enters. He makes a record of the number of persons who glance at the poster and the number who actually stop to read it.

The next day he takes another poster and so on, each time counting the number who enter the branch and those who read the poster on display. No special effort is made to bring the poster to the attention of any customer. At the end of the period we have a numeral attached to each poster that indicates the number of persons out of each 1,000 entering the bank lobby who may be expected to read it.

Next we test the material in window displays in similar fashion. The lobby poster, size 20 by 27 inches, is enlarged to 2 feet by 3 feet and placed in a window that has been specially built for display purposes in one of our downtown branches. Two of our staff then record the number of persons who pass and the number who stop to read. At the end of the tests we have a numeral that rates each advertisement as to its attention-value. Experience has shown us that a good poster should stop twenty out of each 1,000 possible readers, whether shown in a bank window or in a bank lobby.

How accurate are our findings? We took great care to assure

ourselves that the public can be depended upon to do the same thing under the same circumstances before we placed confidence in our figures. We made up six test posters, each using a different appeal. One had a well-known name attached to a savings appeal. Another had a historical appeal. One was of the institu-

The image shows four posters for Safe Deposit Boxes, each with a numeral in the top right corner indicating its attention value. The posters are arranged in a 2x2 grid.

- Top Left (Numeral 99):** Titled "One Safe Deposit Box WILL HOLD THEM ALL". It features an illustration of a person placing valuables into a box. Text below the illustration reads: "KEEP YOUR VALUABLES SAFE IN OUR VAULT." The bottom text says: "PUT THEM IN SAFE DEPOSIT. Maximum protection at moderate cost."
- Top Right (Numeral 14):** Titled "The STRENGTH OF STEEL". It features an illustration of a person standing next to a large steel safe. Text below the illustration reads: "The Safe Deposit Department of this bank offers you maximum safety for your valuables at a low cost." The bottom text says: "SECURITY FIRST NATIONAL BANK OF LOS ANGELES."
- Bottom Left (Numeral 6):** Titled "Vacation!". It features an illustration of a person in a uniform. Text below the illustration reads: "Leave for your vacation with the assurance that your valuables are safe." The bottom text says: "PUT THEM IN SAFE DEPOSIT. Maximum protection at moderate cost."
- Bottom Right (Numeral 4):** Titled "Going on Your Vacation?". It features an illustration of a person on a horse. Text below the illustration reads: "LET US GUARD YOUR VALUABLES. For maximum protection against loss by fire or theft, put them in our fire and burglar Safe Deposit Vault." The bottom text says: "RATES ARE VERY REASONABLE."

Proposed Safe Deposit Advertisements—Note the Difference in Attention Value as Shown by the Figures in the Corners

tional type, etc. Then we painstakingly exhibited each one of these posters in each one of four different branches and noted the results. We exhibited the posters in different rotation so that none would have the advantage of being the first one shown each time.

When we were through we compared our results. They showed surprising uniformity. The three best posters stood at the top in every branch where they were shown. The poorest poster, from the standpoint of attention-value was at the bottom in every branch. Others varied somewhat but not

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greatly. A rating based upon our tests in the first branch used would have been sufficiently accurate for all purposes. Since then we usually display the test posters in but one branch.

Our tests with posters in window displays show results similar to those obtained with posters displayed in bank lobbies. The first poster we showed in a window test was one which had been read by twenty-four out of 1,000 people who entered a bank lobby. When we placed this poster, enlarged, in the window, we were somewhat anxious as to the number of people who would stop to read it. When the first 1,000 people had passed, the young man counting them turned to a companion who had been counting the number who stopped. "How many?" he asked. "Twenty-four," was the reply.

Two other posters shown immediately afterward recorded a degree of accuracy more than ample for our requirements. According to our tests, a poster that attracts attention in a bank lobby will do the same in a window display, and the attention-value of each may be quite accurately expressed in a numerical ratio.

The wide difference in the attention-value of various advertising ideas is often surprising. Of two savings advertisements displayed under similar circumstances, one stopped nine persons out of 1,000 and the other thirty-four. Of two proposed trust advertisements, one stopped six persons and the other sixteen. Some advertisements have stopped one person out of every ten. Some have attracted so small a number as to have practically no value from an advertising standpoint. Others, little different in character, have won large audiences.

One of the lessons we have learned from our display of proposed advertisements is the increased attention-value that a national figure adds to the copy. For a time we tested posters featuring statements of prominent people about thrift and saving. Included in the list were Andrew Mellon, Herbert Hoover, Calvin Coolidge, Thomas Lipton, etc. All of these

attracted attention far above the average. As a test, we removed the name and photograph of Andrew Mellon from a poster and used only the words he had spoken, not mentioning him as the author. The attention-value dropped 50 per cent.

We are chiefly interested in testing copy to be used in newspaper advertising, and one question immediately arises: If a proposed advertisement fails to get attention in a bank lobby or in a bank window does it necessarily follow that it will fail to get attention when printed in the newspaper?

We cannot say. None of us can look over the shoulders of newspaper readers and determine whether or not they see and read our advertisements. If an advertising idea fails to get attention in the lobby and again in a window, however, we have our doubts that it will prove a knockout in a newspaper, particularly since the tests we have made show an almost uncanny uniformity in results when advertising ideas are exposed to people under conditions where they can be watched, and the reactions noted.

What are the chief limitations of such tests?

The most important weakness lies in the fact that you must test pedestrians and passers-by rather than the more desirable but unobtainable limited group of buyers and prospective users of your service. Take investment advertising, for example. Out of 1,000 persons passing down the street only a few have ever bought any type of conservative investment and only a small number ever will. The fact that the general public does or does not show interest in various types of investment advertising is not of direct value. But careful tabulation of results may lead to unexpected discoveries.

A Western bank that carefully tested its advertising in window displays noticed that certain types of investment advertising were the only ones to which actual sales were ever traced. These were the old-fashioned "we own and offer" advertisements. Apparently the man who was in a position to buy

was ready to read fine print. Tests of attention-value showed one bank also that the names of members of the bank's board of directors were not such dull and dry reading matter as currently believed.

Another question that may be asked regarding our tests is this: Is attention-value the only test of the effectiveness of the advertisement? Of course it is not. It is, nevertheless, fundamental.

If an advertisement fails to attract attention, there is little else that can be said for it. It may be dignified, beautiful, and filled with sales arguments, but if not read, these good qualities cannot redeem it. The sales appeal of an advertisement, its general effectiveness, timeliness and matters of that sort are qualities to be discussed after the fact has been established that the advertisement can attract attention. A test of attention-value may show that the advertisement with the best sales copy attracts so few readers as to be almost worthless. Another, almost as strong in sales arguments, reaches many. A third, at the top in the number of readers, is weak in its presentation of a product or service. In making a choice between these advertisements all of the factors which combine to make a successful advertisement must be considered. Attention-value is one of the most important of these factors.

Frederick Victor, Jr., Starts Own Business

Frederick Victor, Jr., formerly director of publicity of the Millaco Agency, Inc., New York advertising agency, has organized an advertising business under his own name at that city, with headquarters at 22 West 48th Street.

Appointed by Cincinnati "Enquirer"

William H. Pickett, formerly classified advertising manager of the Indianapolis News, has been appointed classified advertising manager of the Cincinnati Enquirer.

Joins Stevenson & Scott

C. H. Cheasley, formerly with the Royal Trust Company, Montreal, has been appointed statistician and director of research of Stevenson & Scott, Ltd., advertising agency of that city.

T. G. Lee Elected President of Armour & Company

T. George Lee, vice-president of Armour & Company, Chicago packers, and connected with that firm for thirty-five years, has been elected president to succeed the late F. Edson White. Philip L. Reed, former treasurer, was elected first vice-president and Fred Reynolds, formerly in charge of purchasing, was also elected a vice-president. Philip D. Armour, vice-president, resigned his position and his connection with the company.

Scott & Fetzer Appoint Ruthrauff & Ryan

The Scott & Fetzer Company, Cleveland, manufacturer of sanitation systems, has appointed Ruthrauff & Ryan, Inc., Chicago, as its advertising agency. Newspapers and magazines will be used.

Ruthrauff & Ryan have also been appointed to direct the advertising of the Scott & Fetzer subsidiary, the Standard Vacuum Cleaner Company. Magazines and business publications in the direct selling field will be used.

Bank Merger Appoints Hamman-Lesau

The Bank of America National Trust and Savings Association, a consolidation of the Bank of Italy and the Bank of America of California, has appointed the Hamman-Lesau Company, Inc., San Francisco, to direct its advertising account. This appointment is effective April 1. Newspapers, magazines and business papers will be used, together with outdoor and radio advertising.

Death of O. G. Draper

Oscar Griswold Draper, for the last five years a member of the creative staff of Seth Seiders, Inc., Chicago, publisher and advertising service, died at that city recently. He had previously been assistant advertising manager of the American Multigraph Company, Cleveland, and before that was city editor of the Boston Herald. He was forty-four years of age.

Acquires "Women's Farm Journal"

The Women's Farm Journal, formerly published at Berne, Ind., has been purchased by the Midland Press, Spencer, Ind., where it will be published hereafter. Kenneth K. Sloan will be publisher.

Leaves American Laundry Machinery

William Biddle has resigned as advertising manager of the American Laundry Machinery Company, Cincinnati. He has been with the company for the last twenty-one years.

Let's take a *Good Look* at Linage

Linage, in itself, is just so many figures. But if you see it for what it is . . . the recorded history of all advertising experience . . . it means everything. For example. Jones & Company spend all or most of their advertising dollars in a certain newspaper. That may or may not be sufficient reason why Brown & Company should do the same. But multiply Jones & Company into a majority of all advertisers. And suppose that majority, year after year, continues to prefer this one newspaper over others. Then the lineage figures become the written record of their seasoned judgment . . . based on wide experience . . . an enormously important measure of advertising effectiveness.

It's valuable to know that, in 1930, advertisers in Indianapolis divided their appropriations as follows . . . 40% more space in *The News* (6 issues a week) than in the second paper (7 issues a week) . . . and 162% more in *The News* than in the third paper (6 issues a week). But most important is the fact that *1930 was the 36th consecutive year in which advertisers bought more lineage in The News than in any other Indianapolis newspaper.*

Such an emphatic endorsement can mean but one thing . . . that for 36 years advertisers in Indianapolis have got greatest returns per dollar, in *The News*. Surely, a profitable point to remember in 1931!



The
INDIANAPOLIS NEWS
Sells **The Indianapolis Radius**

DON BRIDGE, Advertising Director
New York:
DAN A. CARROLL
110 East 42nd St.

Chicago:
J. E. LUTZ
Lake Michigan Bldg.

**Reports everywhere
indicate a rising
automotive market.
Make your impress
on Detroit now
and base your plan
on the tested facts
supplied
by the Emerson B. Knight
consumer report
sponsored by
The Detroit Times.
For full information
consult
the Boone Man.**

"THE TREND IS TO THE TIMES"

Represented Nationally by the RODNEY E. BOONE ORGANIZATION

Canada Dry's Annual Report Sets an Example

This Company Sends Stockholders an Attractive Booklet Containing Much Interesting Data

"Let the stockholders be taken into the president's confidence in the annual report; let them know that the management is bending every effort toward overcoming the obstacles with which it and most companies are faced.

"Don't let stockholders draw their own conclusions from the statement of operations and income."—From a PRINTERS' INK editorial, "What Shall We Tell the Stockholders?" December 11, 1930.

* * *

A STUDY of the annual reports that have been issued so far this year reveals that presidents are attempting to tell stockholders something about the difficulties that were faced during 1930. Most of them, too, make a carefully worded, cautious forecast for this year.

The majority of these attempts at taking the stockholders into the president's confidence are, however, pretty lame. They consist of ambiguous statements and meaningless predictions.

There are exceptions—reports which summarize intelligently the company's activities during the year, reports that give stockholders the information to which they are entitled about the affairs of their company. Such a report is that issued by Canada Dry Ginger Ale, incorporated. It might well serve as a pattern for those companies to follow that are anxious to win their stockholders' confidence through an honest, straightforward presentation of the facts.

Canada Dry's annual report for 1930 is sent to stockholders in the form of a fourteen-page booklet measuring 8½ by 11 inches. It is attractively gotten up with solid color covers and illustrated with a picture, also in color, of four of the company's products.

Here is how President P. D. Saylor presents the story of his

company's progress during 1930:

"Your company has just completed a fiscal year which, in view of existing conditions, is probably the most successful year in its history. This conclusion is evidenced by the present status of your company's financial affairs, as shown in the accompanying balance sheet, and the results of operations disclosed in the accompanying statement.

"It is conservatively estimated, from known sales of CO₂ gas and crowns, that the beverage industry as a whole declined about 15 per cent during this period.

"Yet concurrent with this circumstance and the most adverse general business conditions prevailing in any year of your company's history, sales (after deducting \$395,453.66 sales of Campfire Marshmallows and Sumoro Orange; also deposits on bottles and boxes not now considered sales) were maintained at 97.4 per cent of our record-breaking 1929 level and profits at 96.3 per cent of the same level.

"Not only have we closely approached our 1929 record sales and profits, but, as shown in the accompanying charts, we have continued to strengthen our financial position and improve our operating and financial ratios; it being noteworthy that without interrupting our dividend policy we have increased surplus by 17 per cent and raised the ratio of current assets to liabilities to 4.2 to 1.

"These results were secured without resort to any special discounts, 'deals,' or other devices which could have been employed to secure a temporarily abnormal outflow of our goods."

The charts referred to by Mr. Saylor are twelve in number. They present in graphic form statistics about the company for the last six years. The data include the sales history, profit history, cash divi-

dend history, net worth and capital assets history and the history of current assets vs. current liabilities and net quick assets per share. There is also a chart showing the distribution of income for the year and three pie-charts showing the profits realized on every dollar invested in current assets, capital assets and net worth.

The information itself is the sort that is almost always given to stockholders, but they are usually obliged to dig it out of the balance sheet. Few companies take the trouble to present their figures in this understandable manner.

A Simplified Balance Sheet

Of course, the Canada Dry report contains the customary balance sheet presentation. But even this has been simplified. Under each item there is an explanation in everyday language for the benefit of those stockholders who have not had much experience in reading balance sheets.

Under the item "Inventories," for example, is the explanation: "Representing the cost of finished products ready for sale, and generally the lower of cost or market on other materials and supplies." And under "Good-Will, Trade-Marks, Etc.": "This valuable asset is shown at a nominal value," which is \$1.

On the subject of 1931 prospects, Mr. Saylor informs stockholders that: "This year's results give us complete confidence in our prospects for the current fiscal year ending September 30, 1931. True, we foresee—and have in our preparations anticipated—the possibility, and even probability, that no improvement in general business conditions or the beverage industry in particular will occur during the first six months of the current fiscal year. We expect however, an appreciable improvement in general business conditions to occur next spring and summer.

"It is the history of your company that sales and profits are much higher the last six months of the fiscal year (April to September inclusive) than in the first six months (October to March inclusive). Thus it is peculiarly fortu-

nate that the period of the year upon which we rely for approximately two-thirds of our annual profits is the period in which—we are to judge from the general consensus of opinion and the indications of statistical history—general business recovery will be under way."

The rest of the Canada Dry report is taken up with a discussion of plant improvements and "Canadian Experience." Under this latter heading Mr. Saylor discusses briefly the possible effect on the company's business of a revision of the prohibition laws, and then devotes considerable attention to a résumé of Canada Dry's Canadian experience. He points out that during the life of the Canada Dry Canadian company the several Provinces have been under varying methods and degrees of restriction and control of alcohol beverages and that the company has continuously shown annual increases in sales and profits.

These facts, says Mr. Saylor concluding, "are more persuasive than speculative prophecies and should themselves suffice to guide our stockholders in their contemplation of the probable consequences of prohibition modification, if and when that occurs."

Sheridan Agency Combine with E. T. Howard

Sheridan, Shawhan & Sheridan, Inc., New York advertising agency, has combined with the E. T. Howard Company, advertising agency, also of that city. Frank J. Sheridan, Jr., president of Sheridan, Shawhan & Sheridan agency, has joined the Howard agency as vice president.

Chrysler European Advertising to Erwin, Wasey

The Chrysler Corporation, Detroit, has appointed the European offices of Erwin, Wasey & Company, advertising agency, to direct the European advertising of the Chrysler, Plymouth, De Soto and De Soto automobiles.

Leather Goods Account to Erwin, Wasey

The Amity Leather Products Company, West Bend, Wis., has appointed Erwin, Wasey & Company, Ltd., Chicago, as advertising counsel.

Jan. 29, 1933

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Using a Drawing for an Illustration Background

An Illustration Idea That Eliminates Some of the Objections to Superimposing One Picture Over Another

By Andrew M. Howe

AT first glance one might think that both of the two illustrations reproduced on this and the following page were made by taking two pictures and superimposing one on the other. But they weren't made in this way, as a careful study of them will reveal. The legs and the woman in the background of the one illustration, for example, blend together as though they were one picture—which they are. It would be practically impossible to secure so satisfactory a result by superimposing.

And the same may be said of the silverware and its background. It would require a great deal of very skilful retouching to make a superimposed picture so attractive.

Both of these illustrations were made in much the same way. One is from a Matrix Shoe advertisement of E. P. Reed & Co., and the other was used in an Inter-

national Silver Company advertisement for Sterling silverware.

For the Matrix Shoe example, an artist made a large drawing of a seated woman holding a shoe in her hand. The size of the drawing, which was done in charcoal, was determined by how large the seated figure was to appear in the final picture. In this instance it was a little less than one-half life size.

The drawing was set up in front of the camera and a living model seated near it so that her legs and feet would fall exactly as they were to appear in the final. Then an ordinary photograph was taken of the two elements—charcoal drawing background and living model legs. A little retouching and the picture was complete.

The cross white lines, of course, were put in after the picture was made, and the small photograph



It Would Be Difficult to Secure an Illustration as Satisfactory as This by Superimposing—This Is from a Matrix Shoe Advertisement

of a foot and innersole in the upper right hand corner was a separate picture.

Similarly, in the other illustration the actual piece of silver was placed on a background drawing made especially for the purpose in the proper size and a photograph made. Only a little retouching was necessary.

This method of making illustrations has not as yet been used to any considerable extent. It is a technique that is likely to become quite popular. Many advertisers who desire to use atmospheric illustrations done in charcoal, crayon or some other technique, hesitate to do so because they fear that the product itself may suffer. They want photographic accuracy for the product and an entirely different technique for the rest of the illustration.

Common practice has been to use two or more illustrations in one



There is a new pattern in making silver—
pattern whose use and suggestiveness make
a distinct turning point in silver design.

The world of the pattern is a flower here
With field and signature everywhere, upon
one of the world, the scene has achieved an
essential, the effect of a flower's delivery and
pace. Orchestral things go along, for the first time,
the authentic influence of Europe's great new
movement in creative art.

Like the exquisite flower from which it
takes its name, this pattern perfectly expresses
the beauty and elegance of modern life.

Yes Orchestral is no more easily than ordinary
patterns! A twenty-six piece set is best. Orchestral
And for only \$12.95 the young ladies can
purchase a complete, formal service for eight.

Orchestral is now on exhibition at leading
jewelry stores. Or send your name and address and
Orchestral will be sent to you. Orchestral is the finest
of Orchestral—beautifully illustrated brochures.



Portion of an International Silver Advertisement
Showing an Actual Product—Drawing Background
Illustration

advertisement or to combine them by superimposing or stripping one over the other. This newer combination method, as used by International Silver and E. P. Reed, offers a happy solution to the problem.

What Groucho Says

Gent. Treas. Goes on a Spree

NOW about Gent. Treas. He's on a vacation. Got nervous exhaustion cuz we didn't fire everybody. His doc sent him to the Riviera. Gent. Treas. beefed but went. Tried to make us swear we wouldn't even pay the rent till he got back. Why the Riviera? The doc said he must cross an ocean.

He's parked at Cannes in one of those French boarding houses they glorify by the name of a "pension." Cannes is a little further from Monte Carlo than Nice, that's why he went to Cannes. Didn't want to be too near temptation, and he'd heard that board with red ink was a little lower at Cannes. Fancy Gent. Treas. drinking red ink with his meals!

Gates asked him if he was gonna gamble at Monte Carlo. "Once and

mildly," replied Gent. Treas. "I'm gonna stake \$50 just to prove what a fool I can be."

"Take \$50 of mine," said Gates. "Me, too," sez Skippy and I.

So Gent. Treas. went away with 200 plunks to gamble at Monte Carlo. He agreed to share alike on any winnings, less a 10 per cent commission, also agreed to hold us responsible for our share of losses if he should double the 5,000 francs, losses to be net without commission.

Well, you'd never believe it, but we each got a check from Gent. Treas. for 86 plunks, our capital and profit, 10 per cent deducted.

Say, hereafter, I'll be inclined to believe anything that guy says about finance.

It's too much for me to figure

National

—And We Deliver MORE Readers

The picture painted by an offer of "class" newspaper readers is so pleasant that it's a pity the offer can't be made good. It is simply impossible for one newspaper to deliver "better" readers than another to advertisers—it can only deliver more or less.

The average and not the exceptional reader, multiplied by a newspaper's circulation, establishes that circulation's buying capacity. And the average reader of any newspaper in any city is its average citizen.

Here is the rock on which rests the Chicago Evening American's case—the basis of its contention that its great circulation leadership in its field makes it of first importance among Chicago's evening papers, and greatly essential to complete advertising success in Chicago.

CHICAGO EVENING AMERICAN

a *good* newspaper now in its TENTH
YEAR of circulation leadership in
Chicago's evening field



National Representatives: RODNEY E. BOONE ORGANIZATION

out, but I guess Gent. Treas. got forty simoleons on his own hook and four from each of us. That'll give him \$52 for riotous living. What'll he do with it? If I've got that guy's measure, he'll spend it on Cointreaus or Benedictines for beautiful French girls at street cafes.

You'd like to know his system at Monte Carlo? That's easy if you know Gent. Treas. Quit when you gotta profit, that's all there is to it.

GROUCHO.

To Direct Forsberg and Master Rule Sales

Jordan B. Parsons, for over fifteen years sales manager and a director of Mayhew Steel Products, Inc., Shelburne Falls, Mass., has been appointed sales manager of both the Forsberg Manufacturing Company, Bridgeport, Conn., and the Master Rule Manufacturing Company, New York. He will make his headquarters at New York.

Paas Dye Account to United Agency

The Paas Dye Company, Newark, N. J., manufacturer of Easter egg coloring, has appointed the United Advertising Agency, New York, to direct its advertising account. Newspaper, business paper and radio advertising will be used.

John B. Woodward Opens San Francisco Office

John B. Woodward, Inc., publishers' representative, has opened a Pacific Coast office at San Francisco. Daniel V. Huguenin, formerly with the Chicago office becomes manager of the new office.

Joins Wilson & Bristol

Adolph Jansen, Jr., formerly with McCurdy-Smith, Inc., New York advertising agency, and, before that, vice-president of the Stearns-Jansen Company, has joined Wilson & Bristol, Inc., advertising agency, also of New York, as an account executive.

New Accounts to Toledo Agency

The Akron Lamp Company, Akron, Ohio, and the Will-Knit Hosiery Company, Greenfield, Ohio, have appointed The Miller Agency Company, Toledo advertising agency, to direct their advertising accounts.

The Packer Corporation, Cleveland, outdoor advertising, reports earnings for the year 1936, before Federal taxes, of \$161,154. This compares with earnings of \$133,798 for 1929.

Control of Two Companies Acquired by U. S. Rubber

The United States Rubber Company has acquired a controlling interest in the Samson Tire & Rubber Company, Los Angeles, and the Gillette Rubber Company, Eau Claire, Wis. United States tires will be manufactured at these newly acquired plants, which will be operated under the general direction of the United States company's tire department at Detroit.

J. B. Magee, formerly Pacific Coast manager of the United States company, has been made general sales manager of the Samson company. The personnel of the Gillette company will remain unchanged.

"Billboard" Appointments

Travers D. Carman, of Carman-in-New England, publishers' representative, has been appointed to represent Billboard, Cincinnati, in the New England territory.

Robert E. Smith and Harley R. Manekin have been appointed special sales representatives to cover Northern Ohio, Northwest Pennsylvania, Buffalo and Detroit for Billboard.

These appointments are effective February 1.

I. R. Baker Advanced by RCA-Victor

I. R. Baker, for the last two years a member of the broadcast transmitter sales section of the RCA-Victor Company, Inc., Camden, N. J., has been appointed manager of broadcast transmitter sales.

To Discuss Organization of Rotogravure Group

A committee of newspaper rotogravure advertising executives will meet at St. Louis on February 2 and 3 for the purpose of discussing the formation of the Rotogravure Advertising Association. Plans for the program include discussions of various problems relating to rotogravure advertising.

Scandia Jourde to Hirshon Agency

The Scandia Jourde Corporation, Paris and New York, has appointed the Arthur Hirshon Company, Inc., New York advertising agency, to direct its advertising account. Magazines and newspapers will be used to feature the company's beauty preparations and home treatments.

Joins Boston Agency

James G. Walker has joined the sales staff of Frank H. Jones, Boston advertising agency.

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COLOR PRINTING

There is a certain advantage in having your color work printed in a plant that is handling a lot of this class of work.

Day and night we keep busy one of the largest batteries of two-color presses in the country.

This steady production not only keeps the quality up to standard, but at the same time makes for economy and speed.

Make a note now. "See Charles Francis Press on the next color job."

CHARLES FRANCIS PRESS

PRINTING CRAFTS BUILDING

461 EIGHTH AVENUE NEW YORK

Big figure and chart men upheld



1930 Auto and Radio sales justify Oklahoma white spot

Nineteen-thirty was a good year for both prophets and profits in the Oklahoma City Market. The big figure and chart men, who kept their fingers on the national business pulse, unanimously and continuously kept their spotlights focused on the Oklahoma City Market as a favorable sales territory during 1930. And their diagnoses have been corroborated by the above-average and even record-breaking sales volumes achieved during the year in many lines of business.

Automobile and radio sales, to mention only two lines of business, were well above the national

A satisfactory business in 1930 and a bright outlook for 1931 . . . over 3,000 persons visited this dealer's showroom to view the new Dodge models on January 3rd.

MYERS MOTOR COMPANY
 DODGE BROTHERS MOTOR CARS
 TRUCKS AND BUSES
 PARTS AND ACCESSORIES
 OKLAHOMA CITY
 JANUARY 15, 1931

Mr. G. J. Brown,
 Automotive and Radio Dept.,
 Oklahoma Publishing Co.,
 Oklahoma City, Okla.

Dear Mr. Brown:

As the results of advertisements published in your Oklahoma and Times on January 1st and 3rd, we achieved a great success in the showing of Dodge Brothers new 1931 automobiles.

According to your tally, over a year day to advertise, but we want you to know that from 10 a.m. to 10 p.m. on Saturday, January 3rd, over 3,000 people came into our showroom as a result of these advertisements.

With a satisfactory year's business for 1930 behind us and with full confidence that the year 1931 will be a considerably better year, we were very anxious to get away with a good advertisement of our new models and we can particularly pleased with the aid you gave us, that we were able to do so.

While we have not felt as much of the depression of the past year in Oklahoma City as other parts of the nation, we know that a persistent drive will be necessary to bring our business back to normal.

We sincerely believe that aggressive advertising coupled with intelligent selling efforts will greatly increase our business in 1931.

Very truly yours,
 WALTER WOOD COMPTON
 President

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page. Letters from two representative Oklahoma firms are reproduced here. One is from the Edge Brothers dealer for whom 1930 was a very satisfactory year; the other from the state Philco distributor who finished the year third in volume among all Philco distributors in the U. S. and exceeded by 179% the sales quota set for him by manufacturer.

SPURRIER'S, INC.

SOLE TO WHOLESALE
PHILCO BALANCED UNIT RADIO
GENERAL ELECTRIC REFRIGERATORS
Largest Distributors and Exporters in the World

OKLAHOMA CITY
January 15, 1931

Mr. J. C. Brown
Advertising & Radio Department
Business Publishing Company
Oklahoma City, Oklahoma

Dear Mr. Brown:

In today's issue of the Times you have the opening advertisement of our 1931 campaign which we assure you will be a greater campaign than that of 1930.

We will, we are sure, be interested to know that Spurrier's, Inc. ended the year of 1930, third in volume among all Philco distributors and twenty-fifth among all radio distributors in the United States.

We have just closed the record year of our history. We exceeded by 17% the quota set for us by the Philadelphia Storage Battery Company, manufacturer of the Philco radio, and we want you to know that we give due credit for our tremendous volume to the Oklahoman and Times which carried our advertising extensively.

We have no fear of 1931. We have faith in Oklahoma. We believe that business is better in this territory than in any other of like population in the country. We are confident that an increased advertising campaign coupled with more aggressive personal effort in 1931 will find us again among the leaders.

Thank you for the splendid co-operation we have had from your company.

Very truly yours,
SPURRIER'S, INC.
Spurrier

Wm. J. Schryver

Nineteen-thirty was the record year of Spurrier's history . . . third in volume among all Philco distributors . . . exceeded sales quota set by manufacturer by 17%.

The Oklahoma City Market has been . . . is . . . and continue to be an above-average sales territory not only according to figures and charts, but in SALES. Develop the remarkable sales opportunities existing here for your product service at one LOW advertising cost through the Oklahoman and Times. They will do your selling job in this market, thoroughly and ALONE.

THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES
THE OKLAHOMA FARMER-STOCKMAN
The Oklahoma Publishing Company
National Representative - E-KATZ - Special Advertising Agency

PUBLICATIONS can be and frequently are reduced to mathematical equations—to “nuts and bolts” and poundage, but such an analysis takes no stock of human beings of what men and women will or will not do who read a publication.



IN Detroit The Free Press offers advertising buyers no mere imposing assemblage of “nuts and bolts,” nose counting data or arithmetical calculations alone. It offers an exclusive opportunity to sit down quietly each morning in a quarter million homes and tell the story of your product

to a group of men and women who have made Detroit and who are keeping it active.



THIS newspaper is welcomed and believed in the homes in Detroit representing the true *buying power* of the area. Its coverage of every other home enables good advertising to function profitably without waste—to extract from every advertising dollar the *performance* that 1931 conditions demand.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

How to Get Salesmen to Analyze Their Line

A Problem with Every Seller Whose Product Isn't Standardized
By Lynn W. Ellis

THE president of an engineering construction company in New York touched off a line of thought not long ago. We were discussing this sales manual. I accused him of slighting it because he never had to use one himself. Having the whole business pigeonholed in his mind, he forgot too easily that his men were not so well equipped.

He agreed. "You're right. I'll tell you a story to prove the point.

"My son said, last week, 'Pop, why is it, when you go out to sell that you just put on your hat and coat and go but when Mr. W. goes out he carries two or three briefcases full of dope?' I had to tell him just what you say—that I had it all in my head and didn't need a book.

"But that isn't my problem," he said. "I had to go out the other day and meet a situation where a garage wanted a motor-driven turntable. The salesman couldn't point to anything like it we'd ever made. But we've made all sorts of tables to turn by hand, and all this needed was for us to add a motor. Now how can we teach a salesman who knows his a-b-c's to recognize Greek *alpha* as the same in principle as Roman 'a' and reason across from one turntable to another?"

A stamping concern in Ohio solved the problem rather easily. Every time a salesman ran across a casting he thought might be redesigned and made of pressed steel, he simply begged, borrowed or bought—sometimes appropriated—a sample and sent it to the factory. The re-development engineers did all the rest except for what the salesman could find out about quantities used, previous price, sources, breakage and other non-technical detail.

That hasn't worked so well however, for an Eastern manufacturer of bronze and graphite bearings.

There the sample itself fell short of telling the story of speeds, pressures, lubricating system and what-not into which the bearing had to fit. Through constant hammering, the circulation of model reports and frequent presence of the salesman at interviews in which a bearing engineer quizzed the project's equally technical designer, some improvement had been made. But what is slowly developing is a list of all the conditions that *may* be met, this to remind the salesman of detail he mustn't overlook.

A life insurance man in Cleveland who stands near the top among his company's thousands of agents admits that his toughest job is to find out what the prospect would like to be able to accomplish. He finds it out by charting a "plan"—based partly on typical situations and partly on what he has been able to find out about his man—a plan involving both estate and insurance trusts.

With this concrete chart which shows what *could* be done, he finds it easier to draw out what the prospect actually *wants* to do. He aims to make a hundred calls a year and sell fifty contracts. With the aid of a purely mechanical device for getting each of his cases *opened* right, he seldom misses his mark.

In a smaller Ohio town there is a representative of a direct-mail service printer. His house belonged to a guild which supported at a central headquarters infinitely more—and probably better—manpower for planning, writing and visualizing campaigns than any single member could afford. The member's salesman had to turn in only a situation report: the central plan board did the rest at an amazingly low figure.

The figure given as the average plan cost, even with situation survey cost excluded, seemed far too

low to promise much in the way of quality and an acquaintance said as much. Whereupon the salesman showed a mechanism for gathering, arranging and coding facts which, it was easy to see, would bring this plan board its foundation material so organized as to do away with costly fumbling.

In Chicago, a certain advertising agency specializes in the accounts of coal yards. In Grand Rapids is one that concentrates on furniture accounts. In Philadelphia, one that devotes itself to banks in smaller cities. No two situations are alike in any one of these three fields. Yet each of the three agencies has been able, in the course of time, to perfect a standard analysis blank which uncovers, sometimes even by mail, so nearly all it needs to know that relationships continuing for years have been safely founded on the information.

A scale company in Ohio turned its salesmen into something like an efficiency corps by furnishing devices for a thorough survey of retail store arrangements. Given the layout of a store as it stood and data regarding its manpower, movements of customers, motions required in serving them, etc., a home office engineer could accurately plan an efficient re-arrangement. Given the plan, the salesman is in position then to help the dealer turn things around and frequently see the economy of additional scales.

In the same city, the maker of a house-heating appliance which comes in various models and sizes has advanced the process to the point where the salesman can make the survey, recommendation and estimate on the spot. By simple formula the home is rated in terms of "rooms" and weighted by certain factors relating to construction and materials. This answer is corrected again according to "degree days" from a table worked out to show average weather in every section of the country. The size (heating power) thus determined, the choice of model comes down to questions of price, convenience, etc., which the householder himself, can judge.

Going back to the problem of the engineering construction company whose every job is a matter of special design, one can see in the various solutions an agreement on four points which might soon make its reconciliation of "a" and "alpha" easier.

First, not one of these concerns expects its salesmen to start from scratch and design their own methods of analysis. They are given a method and only asked to work it.

Second, by laying out a great many situations side by side, the seller's home office has been able to discover what conditions are relevant in every case, what ones are special cases, etc., and to construct some kind of composite picture-chart, outline, form, questionnaire or a combination of these—which will cover all but the rarest case.

Third, along with the master chart, say, of what to look for, the salesman has been provided with convenient blanks for sketching, writing, calculating or otherwise recording the situation. The moment he begins to resolve the apparently new problem into its essential parts, that moment he begins to see its similarity to other cases and focus his attention on the few details which ever vary widely.

Fourth, if the plan—design, procedure, proposal, etc.—is to be worked out at a central point for execution by the salesman in the field, it also comes back in a standard form to which the field man is accustomed.

The equipment made by the engineering concern in question appears to function in the zone of heavy material handling, for example, in mine, factory and general construction fields. "Isolate any phase of business," says A. W. Shaw, "strike it into it anywhere, and the inevitable essential element will be found to be the application of motion to materials." So a tabular chart with motions listed down one side and materials across the top should be map enough to let this outfit quickly show just where it does can and will strike—also what with, i.e., what type of equipment.

After that, should a chart of installations show one under Mate

I Sympathize With Mac

MAC, you know, is our Napoleon little General Advertising Manager. He'd been complaining of pains and aches around the plant for the last year. Every morning the seat of the ailment had moved to a different part of his anatomy, which made it very interesting for his listeners but practically hopeless for his doctors. Several of them used swell snap judgment and had him booked in the hospital on suspicion of gall stones, lazy colon or what have you, but before they could sharpen the scalpels, the pain would do a Rockne shift to some new place. Once they managed to hog-tie him for X-Rays, but aside from producing some very charming modernistic studies which Mac autographed for his friends, the results were null and void. However, a couple of weeks ago he got mad at the whole works and had his appendix taken out for spite. I sympathize with him now because everyone has agreed to pay no attention to the details of his miraculous escape from the great beyond. * * * There's one thing, though, that will please Mac when he returns. That's the Media Records report for 1930. It shows that The Examiner carried 28.37% of all the general advertising in this six-paper field. The nearest morning and Sunday contemporary ran 21.49%. Nice, but not surprising. You see, The Examiner is the largest morning, Sunday and home-delivered paper in this fourth market.

LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

rial "A" for performing a given operation (motion), but show an empty space under Material "Alpha," it should be reasonably clear to almost anyone that an adaptation of the same device ought to lick the second problem. The Old Man carries all that sort of relationship organized under his hat. What he needs to do, to start his salesmen thinking cross-lots, just as he does, is to map his pigeonholes on paper.

Mr. W—undoubtedly needs two or three brief cases because he still sells by the "case method." Given a new case with conditions combined as they were in some case already solved, the history of the first supplies the recommendation for the second. That's fine for the literal mind, but case histories enough to meet all comers do run into bulk. And Ned's to pay when in spite of all the bulk there isn't a case to match.

The cure I see running throughout the various solutions I have cited is something like an outline map. Such a map of the United States can be used by the weather man to plot his highs and lows; by a dozen rival market economists to show their respective notions of trading areas; by a hundred sales managers to chart their territories, and by all the politicians there are to gerrymander extra seats in Congress. But always it's the same old map.

Your seller can always likewise map the zone or zones of business in which he aims to operate, then get his men to plot new situations against the same old background. Taken away from the familiar map, each situation is apt to look like a half-done jig-saw puzzle, upside down. Turned rightside up and plotted, it is seen as just another combination of well-known parts, no one of them a problem when taken by itself.

A. W. Flemings Joins Utica Cotton Mills

A. W. Flemings, formerly assistant advertising manager of the Hygrade Lamp Company, Salem, Mass., has joined the sales promotion department of the Utica Steam & Mohawk Valley Cotton Mills, Utica, N. Y.

Moxie Company Merges with Pureoxia

Plans have been completed for the merger of the Moxie Company, The Moxie Company of America and The Pureoxia Company. The new company will be known as The Moxie Company. Frank M. Archer is chairman of the board and general manager of the new company and Francis E. Thompson is president.

Other officers are: Frank M. Archer, Jr.; Benjamin B. Avery and Arnault R. Edgerly, vice-presidents and Harry A. Thompson, secretary-treasurer.

The board of directors in addition to these officers will include: B. Devereaux Barker, of Barker, Davis & Shattuck, and William E. Stanwood, of Spencer, Trask & Company, both of Boston.

Universal Publishers Representatives Appoint Guzman

Melchor Guzman, formerly in charge of the Latin-American department of S. S. Koppe & Company, Inc., publishers' representative, New York, and, before that with Joshua B. Powers, of that city, in a similar capacity, has been made vice-president and general manager of the Universal Publishers Representatives, Inc., which has acquired the properties of the Pan-American Press Syndicate, New York.

Fountain Pen Account to Porter

The Le Boeuf Fountain Pen Company, Springfield, Mass., has appointed The Porter Corporation, Boston advertising agency, to direct its advertising account. Eastern newspapers and radio advertising will be used to feature the company's Pilgrim pens and pencils.

Larger Radio Campaign for Camel Cigarettes

Beginning with its program of January 28, the R. J. Reynolds Tobacco Company added sixteen radio stations to the network now broadcasting the Camel Pleasure Hour. Thirty-six stations are now represented in the company's weekly broadcast over a coast to coast hook-up.

Paul Grant Joins Geyer Agency

Paul Grant, recently with Faxon, Inc., Chicago advertising agency, and before that for four years director of the mail-order department of the Campbell-Ewald Company, Detroit, has joined The Geyer Company, Dayton, Ohio, advertising agency.

Honor W. F. Wiley

William F. Wiley, general manager of the Cincinnati *Enquirer*, has been made president of the Cincinnati Chamber of Commerce.

Virtually every Automotive
and Accessory dealer
in Central and Northern
California is reached
through the all-inclusive
coverage of the Sunday
Examiner Automotive
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an achievement no other
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even approaches.

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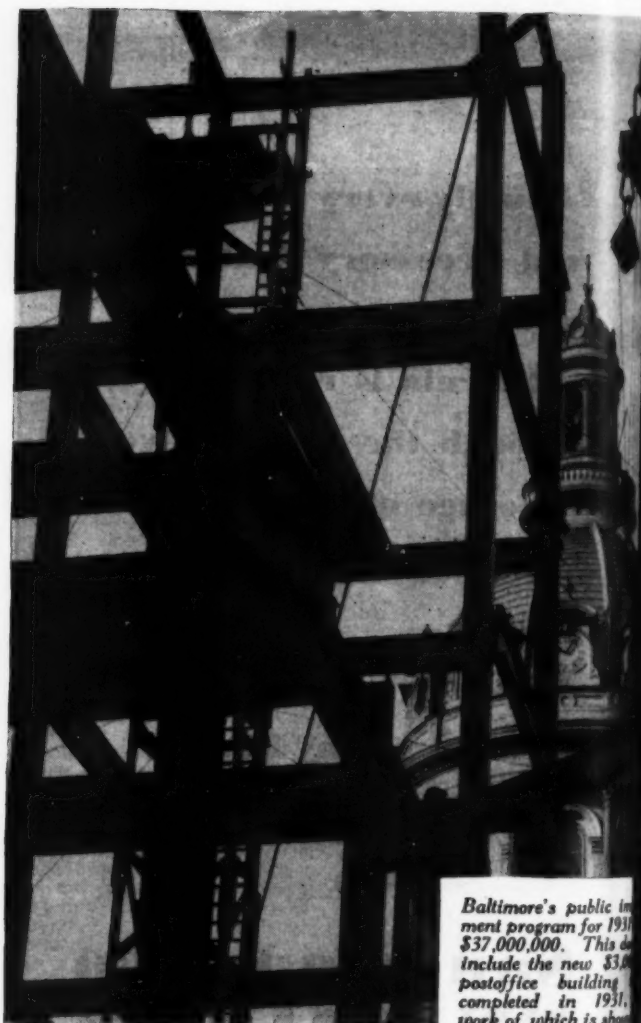
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Baltimore's public improvement program for 1931, \$37,000,000. This does include the new \$3,000,000 postoffice building completed in 1931, work of which is shown.

THE

MORNING



EVENING

SUN

SUNDAY

New York: John B. Woodward, Inc. Chicago: Guy S. Osborn, Inc. Detroit: Jos. R. Hendon
San Francisco: C. Geo. Krogness Atlanta: A. D. Grant

THE BALTIMORE SUNPAPERS

MORNING EVENING SUNDAY

1930 Carried

1,322,934 Lines

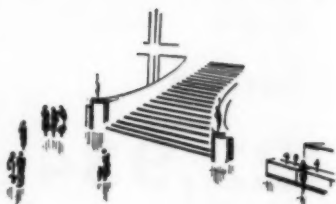
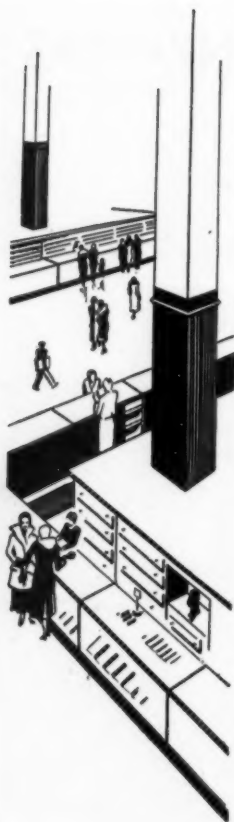
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on. R. Seaton



CINCINNATI department stores have keen merchandisers who know the market, know their advertising media and consistently place the majority of their advertising in the Times-Star. In 1930 the Times-Star carried 3,909,725 lines of department store advertising which is 613,619 lines more than carried by the second paper (6 issues against 7).

The Times-Star has for 23 years been the acknowledged leader in Cincinnati; ever has it had the complete confidence of its readers and its advertisers . . . and profitable results have steadily justified this faith.

The Times-Star adequately covers the true Cincinnati market and at one low advertising cost.

THE CINCINNATI TIMES-STAR

"THE KEY TO THE CITY"

Eastern Representative
MARTIN L. MARSH
60 E. 42nd St.
New York City, N. Y.



Western Representative
KELLOG M. PATTERSON
333 North Michigan Ave.
Chicago, Illinois

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Chain Appropriates \$1,000,000 for Endowment of Food Study

Kroger Food Foundation to Examine Foods and Food Valuation under Direction of Expert Scientists

THE announcement by the Kroger Grocery & Baking Co. that it has set aside \$1,000,000 to endow a Kroger Food Foundation for the study of foods and food valuation marks a radical step in chain-store methods. The plan was announced to the public in full pages in newspapers published in the area served by the organization. The original advertisement will be followed by a campaign to be conducted in newspapers in nineteen cities.

The purpose of the foundation is described as follows in the first advertisement:

The Kroger Food Foundation is provided with a sum large enough to insure the finding of the "better way"—the better way of growing, packing, distributing and cooking better foods—through the testing, analysis and study of foods, from their source to your table. . . .

The Foundation will be under the personal direction of a distinguished hygienist and food expert, who will accept our challenge to his ingenuity, experience and conception of public service. This man . . . has a background of technical and practical laboratory training. He is a man worthy of this important work—"Search and find ways and means of making food standards better and better."

A representative of the company informs PRINTERS' INK that plans are still in a formative stage and that it is difficult at this time to predict to just what extent the Foundation's work will be carried. One thing, however, he emphasized: the work of the Foundation will be divorced from the Kroger stores so far as any direct influence being brought to bear upon it. The Foundation will act as an independent organization and the stores will derive their benefit from this independent work.

This representative suggested many possibilities of the Foundation's work, being careful to point out, however, that the company is not prepared at this time to say definitely that all or any of these

projects will be carried out. Much will depend upon the program recommended by the Foundation itself after making careful survey of the field and its needs.

"The chief purpose of the Foundation," he says, "will be, as announced in our advertising, to find ways and means of making food standards and food values better and better. Obviously such a purpose covers a wide field. It is probable that the Foundation's work will take it to the farm to study better agricultural methods. At present there are certain foods on the value of which even the best physicians cannot agree. The Foundation can well study foods of this kind in order to make definite findings which it can give to the medical profession. It will probably make a close study of manufacturing processes. It is entirely possible that it will find itself co-operating with sources of supply to help them with their problems. Numerous food producers cannot afford endowed scientists. The Foundation scientists may work with such producers to the end that their products will be more uniform in quality and have higher food value.

"Primarily, of course, Kroger expects to derive great benefits from the Foundation's work. It plans, however, to pass these benefits along to the public and there is no doubt that many of its findings will benefit the food industry generally as well as Kroger in particular.

"In order that the Foundation shall not be unduly influenced by its connection with the chain, \$1,000,000 has been set aside as an endowment. This sum will insure the Foundation a steady supply of funds and means that it cannot in any way be hampered by the ups and downs of the food industry as a whole.

"After all, why shouldn't a distributor with 5,200 stores take upon

his shoulders the responsibility of guaranteeing everything sold over his counters? We believe that a chain organization of this size can afford to take this responsibility and that its willingness to assume this burden will assure it a greater measure of confidence on the part of the food-buying public."

As rapidly as the Foundation makes findings they will be acted upon. In its advertising the company promises to keep the public informed of the Foundation's work.

New Accounts to Cleveland Agency

The Ruckstell Distributing Company, Cleveland, manufacturer of special power-heads and transmissions for Fords, has appointed T. H. Ball & Staff, advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used.

The C. L. Bryant Corporation, conversion gas burners for gas furnaces and boilers, and the American Heat Transfer Company, laundry equipment, both of Cleveland, have also appointed the Ball agency to direct their advertising accounts.

R. F. Vance with Homer McKee

Robert F. Vance, recently production manager of the retail store division of Montgomery Ward & Company, Chicago, has left to become production manager of the Homer McKee Company, Inc., of Illinois, advertising agency of that city. He had previously been with the McKee Advertising Company and, at one time, was advertising manager of Foreman & Clark.

Russell G. Phillips with Griswold-Eshleman

Russell G. Phillips has joined The Griswold-Eshleman Company, Cleveland advertising agency. He was formerly with N. W. Ayer & Son and was, more recently, advertising manager of The Selby Shoe Company and The American Chinaware Corporation.

H. W. Rose, Space Buyer, Buchen Agency

Howard W. Rose, formerly with the McGraw-Hill Publishing Company, Inc., has joined the staff of The Buchen Company, Chicago advertising agency, as space buyer.

Strathmore Opens San Francisco Office

The Strathmore Paper Company, Mit-tineague, Mass., has opened an office at 1015 Balboa Building, San Francisco. Otto A. Holstrom will manage the new office.

F. J. Semple Directs Hollingshead Sales

Frank J. Semple, formerly president of the Frank Miller Company, a former subsidiary of The R. M. Hollingshead Company, Camden, N. J., has been appointed general sales manager of the Hollingshead company. He was, at one time, sales manager of the hardware division of Henry Disston and Sons, Inc., Philadelphia, and prior to that, was for many years with the Simmons Hardware Company, St. Louis, as salesman, sales manager, and later, as vice-president and managing director of the Philadelphia office.

Appoints Smith-Patterson-Allen

The Turner & Seymour Manufacturing Company, Torrington, Conn., manufacturer of Blue Whirl egg beaters, Blue Streak can openers and other home products, has appointed Smith-Patterson-Allen, Inc., Hartford, Conn., advertising agency, to direct its advertising account.

Pittsburgh Agency Changes Name

Gummerson & Martin, Inc., Pittsburgh advertising agency, has changed its name to Gummerson, Martin & Walter, Inc. This change follows the addition to the agency of Alexander D. Walter who, since 1926, had been with the W. S. Hill Company, of that city.

Appointed by Houlihan Agency

Emil Reinhardt, formerly manager of the San Francisco office of James Houlihan, Inc., advertising agency, has been appointed manager of the three Pacific Coast offices of that agency, with headquarters at Oakland, Calif. James Houlihan will take charge of the agency's Eastern offices with headquarters at Chicago.

S. E. Frank Joins Lasky Agency

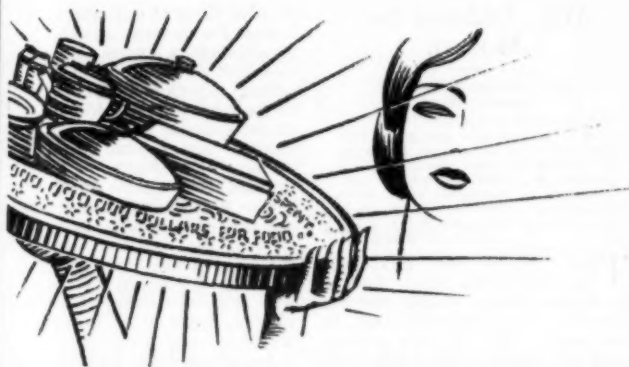
Saul Edward Frank, for the last three years managing editor of the *Modern Jeweler*, Detroit, has joined the creative staff of the Lasky Advertising Service, Newark, N. J.

W. L. Jacobs with Ivel Displays

Walter L. Jacobs has been appointed director of the retail display division of Ivel, Displays, Inc., New York.

"Detroit Motor News" Appointment

Arthur C. Scheiffe has been appointed advertising manager of the *Detroit Motor News*, Detroit.



AMERICAN PLAN

The "American plan" eating habit of the average family certainly depletes larders; and if there is one day that a family is food-conscious—that's Sunday.

Multiply 1,033,313 by 3 and find that the women in AMERICAN-reading families will buy food for 3,099,939 meals next Sunday. Even if these families average only 3 persons, it means that food outlets are going to sell to these SUNDAY AMERICAN families food enough for 9,000,000 meals on that one day, and to the daily AMERICAN families 11,250,000 more during the week!

As unit prices for foods are negligible compared even to bargain dresses, the buying of any nationally advertised product won't give a moment's bother to AMERICAN-owned pocketbooks. And the buying of these million families is a big enough market to make any advertiser want to go to a lot of bother about selling them.

Ask us about our Prudence Penny Personalized Selling Plan. You'll like it!

SUNDAY
NEW YORK AMERICAN

a Million Families are Million Spenders



Nationally Represented by PAUL BLOCK & ASSOCIATES

Why Oldsters Go Modern

EVANS-WINTER-HEBB, INC.
DETROIT, MICH.

Editor of PRINTERS' INK:

Will you be kind enough to furnish us a list of articles appearing in PRINTERS' INK discussing old products that have appeared in new packages or containers of a more modern spirit and the success which has attended each effort?

CHAS. E. BEHMYER.

THE list of old, established products which have changed to modern dress during the last few years is an imposing one. In the grocery field we need mention only the names of Grape-Nuts, Blue Label Ketchup, Wesson Oil, Ammo, and Presto Cake Flour. In the drug field such names as Pond's, Daggett & Ramsdell, Marinello, Hinds, Frostilla and others immediately suggest themselves. To these names might be added literally dozens of others.

The main reason for an established product changing its dress is, of course, to get the package in step with modern merchandising trends. In the field of toiletries this is particularly important, since toiletries are essentially style merchandise because they are closely linked with those feminine instincts of good appearance which are so tremendously important. Although a product such as Daggett & Ramsdell's Cold Cream was in no danger of suffering extinction because of an old-fashioned container, the manufacturers realized that unless they modernized the container they were in danger of not getting their share of the business from future generations of women. Even a food product, which is in no sense style merchandise, needs modern dress to hold its proper place among the stream of new products which are appearing continually in their modern, well-designed packages.

Secondarily, the adoption of new container design has several benefits. First, it gives the company a fresh sales and advertising angle. Second, it allows the company to make better and more frequent use of illustrations of the package in

its advertising to consumers. Third, it gives the company an opportunity to eliminate a lot of unnecessary copy and directions from the container. The simplification of the Grape-Nuts package offers an excellent example of how the manufacturer can radically cut down the number of words on his package and at the same time greatly add to the sales message the package delivers. Fourth, in some instances, the company is able to correct a design fault which has been handed down by tradition. The new wide-mouth Blue Label Ketchup bottle is an excellent example of such a change.

In almost every instance the package change is bound to have a beneficial result on sales. The manufacturer who expects to jump from last place to first place in the field by a simple change in package will be disappointed. On the other hand the slipping manufacturer or he who is merely able to hold his place almost always finds that a new container has a marked effect on increasing sales. The fact that it offers the secondary benefits listed in the previous paragraph is enough to demonstrate how a new package, properly merchandised, will have a good influence on boosting the sales curve.—[Ed. PRINTERS' INK.]

To Direct Putnam's Sons Advertising

Lynn Carrick, formerly with Henry Holt & Company, Inc., New York, and, before that, with the Oxford University Press and the Princeton University Press, has been appointed director of advertising, publicity and general promotion activities of G. P. Putnam's Sons, New York, publishers and book-sellers.

O. A. Kuster with Hotel Cleveland

O. A. Kuster, formerly with the Edwards & Franklin Company, Cleveland, has joined the Hotel Cleveland, of that city, as sales promotion manager.

Appoints Mogensen

The Winslow, Ariz., Mail has appointed M. C. Mogensen & Company, Inc., publishers' representative, as its national advertising representative.

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Something Has Happened
In PITTSBURGH

**Most Linage—
Only Gain—**

First in Electric Refrigeration

The Sun-Telegraph's Story
for the year 1930 in
Electric Refrigeration Linage

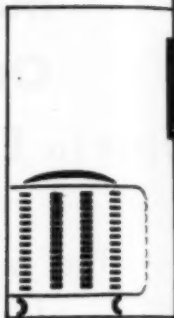
| | Sun-Telegraph | Press | Post-Gazette |
|------|--------------------|--------------------|--------------------|
| 1930 | 71,646 | 68,410 | 50,033 |
| 1929 | 49,517 | 84,794 | 61,172 |
| | <u>22,129 GAIN</u> | <u>16,384 LOSS</u> | <u>11,139 LOSS</u> |
| | 44.7% GAIN | 19.3% LOSS | 18.2% LOSS |

Figures by Media Records, Inc.

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

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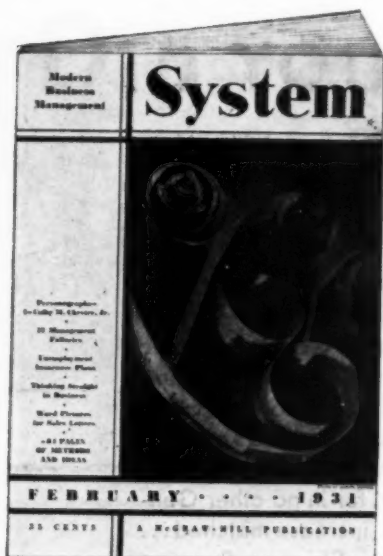


30 ten towering peaks of emphasis turned eyes and interest of Chicago's greatest evening newspaper circulation to General Electric generator advertising in the Chicago Evening American—ten vivid pages in full color that could be escaped and forced attention to a story that a 63% sales increase over 1929 in Chicago. Evidence isn't the answer, for in no other General Electric market was this increase matched... thunder of color in the Chicago Evening American is heard where lesser advertising sounds or reach. There are thousands of families whose purses will open to you for the first time as your Chicago advertising is forced home with

COLOR EVENING AMERICAN

a good newspaper now in its TENTH YEAR of circulation leadership in Chicago's evening field

ntative DNEY E. BOONE ORGANIZATION



As
New as
Today!

Is that the new System? people ask, seeing the New Cover. Yes, System is new—every issue. And recently it's been made twice as strong, editorially.

Scores of thousands of regular subscribers look to it for newness—new ideas, modern ways and means, practically ap-

plicable to office management, to "getting things done"—better, quicker, less wastefully.

System is the ONLY magazine solely devoted to this purpose.

Its readers are the men most interested in the purchase and use of modern business equipment—among the firms that do 86% of American business.

System

Equip for
1931
opportunities

MODERN BUSINESS MANAGEMENT

A MCGRAW-HILL PUBLICATION

Tenth Avenue at 36th St., New York

Boston • Philadelphia • Chicago • Cleveland

Detroit • St. Louis • Los Angeles • San Francisco

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Why I Stay in Business

The Advertising Agency Provides a Coign of Vantage Second to None from Which to Watch the Kaleidoscopic Drama of Business

By Mark Wiseman*

[EDITORIAL NOTE: The extracts which follow are taken from an article that appears in the February issue of *Survey Graphic*.]

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I GREW up with the conviction that I would never be a business man, and with a distaste for business and all its concerns which begged my steps for twenty years. A quick calculation proves that I have been in business for fifteen years, almost to the day. I even have partners, and they seem to feel that I am an asset to the organization. As a result, I experience moods of humility when my gratitude for their credulous evaluation knows no bounds, sandwiched between moods of rebellion in which I see my ineradicable literary ambitions sacrificed upon the altar of materialistic gain. In order to satisfy these latter moods, I have banished from my office all golden oak desks, swivel chairs, and filing cabinets. To reassure my associates, I study market researches, take voluminous notes at meetings (we don't have conferences in our office any more) discuss business trends, analyze selling methods, and quite often work fourteen hours in a day.

I haven't, as you see, entirely "passed" even yet. If I had, I wouldn't be writing this unprecedented confession. I still forget to buy stocks until the market is at its peak, and forget to sell until it has gone through the floor. I spend half a morning with a yearning youth who can't help admitting his literary guilt in spite of his need for a rent-paying job, when I ought to be steaming ahead on new sales plans for soap or sealing wax. My modest material environment is elaborate beyond even my most sanguine youthful dream, but I can't rend with a harsh laugh the memory of my participation in the first woman's suffrage parade or of

the indigent evenings I once spent in radical talk over a single long Tom Collins in the coffee room of the Cafe Lafayette.

I am beginning to see business as the most fruitful modern source of economic and sociological study—as the prime symbol of American life, and probably of the life of the whole civilized world for half of the next millenium. I am getting a spiritual kick out of business which is far more percussive than the thrills of my youthful reform years. Its character as a pursuit of material wealth, its nine-to-five-ness and day-to-dayness, while still cogent, are becoming incidental to the opportunities it affords for observing the effects of its creative force upon the world-around.

Business as such needs no justification from me. The era of the radical theorist and the academic economist is drawing to a close. The economist of tomorrow will be the man who has taken a post-graduate course in the practical school of business, who knows from actual experience the processes of production and distribution, and whose tools are statistics gathered in the field from manufacturers, shippers, jobbers, retailers and consumers. The age of surveys is already upon us. The questionnaire has already become a stage joke. But out of the technique to which they both belong is growing a mass of data which would have been almost incomprehensible to the average university economist of pre-war days, and would have meant nothing at all to the economic radical.

For nearly ten years I have been associated with an American manufacturer who, by means of market analyses, sales tests, careful sales planning, personnel intelligence tests applied to his sales force, strategically planned advertising, and direct-selling to retailers, has been able to develop a system which

*Mr. Wiseman is a partner of The Blackman Company, advertising agency.

permits him to plot his annual production a year ahead with an actual error of 1 per cent.

Only out of such knowledge can practical economics grow. It would be begging the question to argue that by such means business was unable to prevent the over-production which has been so important a factor in causing the present depression. Business has been developing a technique. It is not the technique which has broken down in the present instance, but the practice and the synthesis. We have not yet reached that point of knowledge about the ramifications and relationships of the technique, at which we are able to deduce a set of laws that will adequately govern its use, and perhaps we shall never do so until we invent some fair means of limiting competition.

Whether this will come about through the development of gigantic mergers, the activities of which will be regulated by the Government; or through legalizing production and distribution agreements among manufacturers under a system of Federal supervision; or by some eventual approach to the communist principle of production for use instead of for profit, no one is at present equipped to predict. But we are in the midst of a great economic adventure and I, for one, find myself fascinated by the drama. If I were not a part of it, even in a humble capacity, I should feel cheated just as, having been coeval with Caesar, I would have felt cheated if I had not been a legionnaire; or, if a contemporary of Socrates, I had not been at least a bench-duster in the Athenian groves.

During the ten years since the debacle of 1921, I have seen the beginnings of a new philosophy. I have seen big business absorbed in the process of discovering that it owes its existence to something bigger than itself. It has discovered the public.

I happen to have spent these years in that ancillary form of business known as advertising, which is still, to the academic economist and the economic radical, an Avernus from which no good thing

can come. But the advertising agency, however one may estimate its economic worth, provides a coign of vantage second to none from which to watch the kaleidoscopic drama of business, and it has been particularly advantageous as a ringside seat during the epic struggle of big business to readjust itself in its relations with the public. Through the advertising agency has passed all the correspondence from business to its new-found love. Indeed, the agency has been the Cyrano of the play—it has actually written the love letters. What my friend Stuart Chase loves to call "the high-pressure boys in the copy cubicles" have sung, not arms and the man, but service. What railroad of the gas and swashbuckling nineties would have hummed this lyric in the day when "The public be damned" was the motto of every self-respecting colossus:

We try to create and maintain a gracious atmosphere on our trains—we 70,000 who operate the R. & O. . . . Our engineers try to start and stop their trains without jar or jolt, making it easy to read in the daytime and easy to sleep at night.

The most curiously interesting fact is that today big business is not only unembarrassed by such language but comfortable under its implications. It enjoys its role of gentleman. And it profits thereby.

From my peak in Darien, I see the pacific waves of a gentler but mightier business ocean breaking upon a shore once ravaged by tidal giants amid which the public was tossed like worthless flotsam. What can say that, having been privileged to observe the phenomenon of such a change with the naked eye of a participant, I am not among the most favored of Fortune's children?

Another of the fundamental and challenging social-economic trends which my membership in the business army has given me to observe is the change in the attitude of employer toward employee. We will have our medieval coal mines and textile mills which believe in starvation wages and the big club of the company police force; but we also have thousands of organiza-

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Florida's Growth Second in U. S.

Official population figures for the state of Florida were announced January 14th. With an increase of 51.6% over the Federal census of 1920, Florida's percentage of gain was second in the Union. Tampa, with an increase of 96% over the count of 1920, moved up from 137th to 92nd city in the United States.

Florida grows. Climate, soil, and favored living conditions have attracted more than a half million new inhabitants to the state in the past 10 years.

The Tampa Tribune, with an increase in circulation of more than 200% since 1920, has maintained a pace "just a step ahead" in this great growth.

1930 Federal Census

| | |
|----------------------------|----------|
| Tampa and Suburbs | 119,000 |
| Jobbing Trade Area | 750,000* |

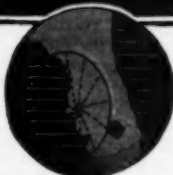
*More than half the population of Florida.

TAMPA TRIBUNE

TAMPA, FLORIDA

The Backwith Special Agency, National Representatives:
New York, Philadelphia, Detroit, St. Louis,
Kansas City, Atlanta and San Francisco

The Sawyer-Ferguson Company
Chicago Representatives



tions which share their profits with their workers and provide working conditions, modern as an office building.

This great change has not been brought about by the promulgation of economic theories or socialistic agitation—it has grown directly out of a new and enlightened kind of business thinking. The profit motive in business may be justly subject to much criticism, but it is a dynamic force and, when intelligently directed, can be a source of tremendous social as well as economic good.

Every truly intelligent business man is closely watching the Soviet experiment which insists that it has written the death-warrant of the profit motive; but he is also seeing his own experiment running a course which he believes may achieve a more natural redistribution of wealth without the agonies attendant upon revolution and bureaucratic absolutism. Big business not only has become a gentleman—it also is becoming humanized, and very largely by the operation of the profit-motive. The balance sheets of the past have revealed the profit slaughter which results from strikes and labor wars, from industrial accidents, from illness, from extreme poverty. The modern-minded manufacturer is looking for his profits from employees who are healthy, well-fed, properly housed, protected from injury and guarded against the spectre of poverty-stricken old age.

Some have gone so far as to guarantee a full year of work in addition to providing opportunities for stock ownership, and profit sharing. Since many employers are born incorrigibly decent, it would be scarcely fair to attribute all modern humanity in business to the operation of the profit motive; yet, when he reports what seem to be costly humanitarian measures to his cost-accounting stockholders, even the high-minded industrialist usually finds himself well upholstered against accusations of altruism, by increasing profit.

So much has been said and written about the American standard of living that only a reminder is needed to indicate the share which

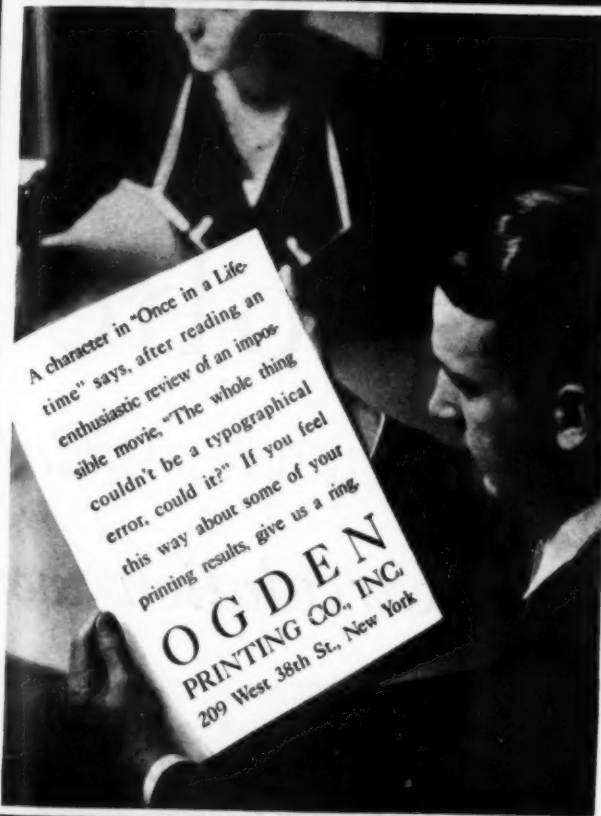
business has had in raising the standard to its present heights. It is scarcely to be supposed that without some hope of profit on the part of inventor and manufacturer we should be riding in modern motor-car luxury for a first cost of a few hundred dollars, dustlessly sweeping our homes with vacuum cleaners, washing and drying our clothes without getting our fingers wet, cooking our breakfasts with electricity, flying over continents at 150 miles an hour, listening in our own drawing-rooms to speeches by the King of England or to the Philadelphia Symphony, and manufacturing ice in our own kitchenettes. My place in advertising has brought me close to many of the efforts which have achieved these phenomena.

I have spent most of my allotted space in painting the prettier side of the business picture. There is plenty of ugliness; but the more objectively one views business as both a social and an economic terrain, the more one is encouraged to expect that it will transform its swamps into grassy meadows.

Just as preventive medicine offered the nineteenth century's greatest challenge to medical science, in its conquest over epidemics, so the prevention of cyclical depression and periods of mass unemployment offers the twentieth century's greatest challenge to business. I live in the hope that before my tottering legs fail me completely I shall see business hoist the flag of victory over this battlefield. The lessons learned during the current difficulty should be epochal. Not only have they torn away the veil of mystery from depression's major causes but they have brought desirable publicity to many isolated efforts at regularization and concentrated the attention of the country upon the whole problem of industrial readjustment, both cyclical and "normal," at a time when we are really ready to learn. From the timid query, "Can business cycles be prevented?" we appear to be moving toward a courageous affirmative, not only to this question but to the wider one, "Can the persistent unemployment of even prosperous times be prevented?"

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A character in "Once in a Lifetime" says, after reading an enthusiastic review of an impossible movie, "The whole thing couldn't be a typographical error, could it?" If you feel this way about some of your printing results, give us a ring.

OGDEN
PRINTING CO., INC.
209 West 38th St., New York



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Cash Receipts from
largest in its history

With six daily papers and four Sunday papers to choose from, Boston's twelve great Department Stores placed 37% of their entire Boston appropriation in the Daily and Sunday Globe.

These stores placed a total of 5,104,000 lines in the Globe in 1930—an increase of 214,000 lines over 1929.

Like a suburban business district
in a city of **11½ Million People**



Spring Valley, Minnesota

—a typical trading center in
NORTHWESTERN AGROPOLIS

NORTHWESTERN AGROPOLIS is the huge farm community composed of 1,610,000 people—343,738 farm homes—shown on the map as Minnesota and the Dakotas (exclusive of the Twin Cities and Duluth).

Spring Valley and hundreds of small towns like it serve Northwestern Agropolis. They are like the suburban business section of your city. Farm homes make up the largest residential district around these towns.

It's a great market—this primary residential district of the Northwest—and advertisably easy to reach. **THE FARMER**, the Northwest's weekly farm home paper for nearly fifty years, has the largest circulation (now 279,000) of any publication of any kind in the territory.



THE FARMER
Week Publishing Co. St. Paul, Minn.

Farm Stock Home

Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit



Do Chains Welcome Help from Manufacturers' Salesmen?

Chain Executives and Manufacturers State Opinions and Advance Reasons for Them—Sixteenth Article of Chain-Store Series

By M. M. Zimmerman

HOW can the manufacturer through his detail salesmen work with chain-store managers and clerks? Can he detail the manager to instruct in the merits and uses of his product and obtain this form of co-operation without conflicting with the general policy of the chain? Why is the chain so reluctant to extend this form of co-operation, and what have been its past experiences with those to whom it has granted this form of co-operation?

These are questions we have discussed with chains, voluntary chains and with manufacturers. Our first conclusion, based on the consensus of opinion of all chains interrogated, is that they frown on this form of co-operation, despite the fact that they recognize its value to them as well as to the manufacturer. They have found that the manufacturer either does not send the right type of detail man, or, in his zeal to increase his volume with each chain store, does not instruct his detail men in the specific work they should perform with the chain, which results in many flagrant violations.

From an analysis of all the material we have gathered, we have selected the outstanding basic reasons advanced by seventeen chain executives.

1. "Such salesmen confuse our employees with instructions from too many sources."

2. "Manufacturers' salesmen take up too much of our managers' time."

3. "It leads our store managers to be glad-handing manufacturers' salesmen all day long and interferes with their regular work."

4. "It works directly contrary to our present policy of merchandising, which is to establish our own brand of merchandise."

5. "It interferes with the policy

of the chain to operate its own store through such assistants as it delegates authority to."

6. "The manufacturer's salesman frequently works on the manager to such an extent that the goods sold by this salesman get the very best position in the store to the exclusion of items that we prefer to sell."

7. "It encourages the manager to order goods in excess of his needs."

8. "Customers might be neglected at times, and the appearance of the store might be allowed to drop below our standards."

9. "Salesmen take it upon themselves to dictate how much stock should be displayed."

10. "The food chain-store manager is not sufficiently keyed up and interested in any particular product to discuss it with representatives of the manufacturer, sensibly or otherwise."

11. "Many manufacturers would go too far in their efforts to promote the sale of their own product."

12. "It would be too time-robbing to permit of such procedure in our stores."

13. "Too frequently the salesman attempts to belittle competitive articles and to slander them."

14. "Not only would it jeopardize store routine and customer service, but we like to know exactly what information our salespeople may be equipped with in regard to selling and we feel this information should come direct from headquarters."

15. "With one or two exceptions, the manufacturers' representatives attempt to instil enthusiasm in the sales clerk rather than educate him on the merits of the product."

16. "We operate a school for the specific purpose of keeping our employees better informed as to the merchandise they sell."

17. "While we have granted this permission at times, we were in nearly every instance compelled to withdraw it because the salesman invariably overstepped his bounds in his efforts to increase sales."

The large national chains in particular which operate under a well-defined policy, with rules and regulations for each store, with a system of carefully planned selling which each manager is compelled to adhere to, believe they know best what type of information their retail sales employees should have and how to impart it to them.

In the food field, one chain buyer believes that the less they cram the manager with information, the more time he will have to devote to waiting on the trade. He will not waste so much time in talking to customers. Then again, the large-scale chain operator feels that his success is due in no small measure to the policy of operating his stores in accordance with his own principles and his own views. Under the old plan where the manufacturer or the jobber assumed to know more about retailing than the retailer himself, and attempted to guide the retailer, it placed the retailer in a more or less subservient attitude and gave him a somewhat hazy conception of his business.

The chain, on the other hand, feels that it does not need this fatherly attitude of guidance. Using the expression of a well-known chain executive, "It is quite natural that individual manufacturers are interested personally in the distribution of their particular product, and as you must know, manufacturers are prone to forget that the retailer has any further objective in life than to sell their particular item. We believe this determination on the part of large chains to conduct their own business in the manner in which they see fit, is largely responsible for the elimination of waste and duplication of stocks.

"I don't want you to get the impression that we do not co-operate with the manufacturer. We do permit some manufacturers to send their detail salesmen to our stores, but we must be sure that the manufacturer's representative will not

abuse the privilege and that he has something constructive to offer our men. Naturally, such permission is granted only in cases where it is our desire to put special effort behind the product or line of item."

The chain that seeks to develop consumer acceptance on its own brand does not feel it can profitably co-operate with the manufacturer of competitive brands without weakening itself. One such chain executive states that the reason he is so emphatic in not co-operating too much with the national advertiser today is that the chains as a whole are unable to distribute the manufacturer's brand and receive a fair return for the services they render. "We have no quarrel with the manufacturers," he stated. "We consider them our friends and they are evidently just as helpless to pay us a fair return for the services rendered, as we are to try to obtain it ourselves."

Chain Representatives Go Too Far

An executive of a chain of popular-priced department stores, which has found from experience that it is entirely unprofitable and inadvisable to permit representatives of firms from which they purchase merchandise to call on store managers, stated that where this permission has been granted, in practically every instance, the chain was required to withdraw it because the representatives overstepped the bounds in their efforts to increase sales—in most cases inducing the purchase of merchandise, either undesirable or in quantities beyond the individual store's requirements.

"We do believe, however," stated this merchandise manager, "that the proper type of manufacturer's representative can render a distinct and valuable service, as is evident from the few exceptions we have made. As an illustration, we permit a representative of a New York State candy manufacturer to visit all surrounding stores in that territory, booking orders, etc. This particular salesman, however, lives up to all rules and regulations and apparently is as much interested in the success of the candy departments in the particular stores he

Whenever You Eat An Orange

let it remind you that the Los Angeles Times has the largest obtainable circulation everywhere throughout the great rich fruit-growing districts surrounding Los Angeles.

These orchardists last year received for their citrus fruit over \$100,000,000, and together with their neighboring walnut-growers and other agricultural specialists marketed crops worth over \$212,000,000—the highest cash returns in the history of the community.

Whether in the city of Los Angeles, Los Angeles suburbs, or the thickly-populated surrounding fruit districts, the Los Angeles Times reaches that part of the population whose earnings and spending constitute the bulk of the community's business.

It is morning circulation; it is home-delivered circulation; it is circulation that is read thoroughly from first page to last.

Los Angeles Times

Eastern Representative: Williams, Lawrence & Greaser Co., 360 N. Michigan Blvd., Chicago, 385 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

calls upon as our manager himself. As a consequence we find that these particular stores secure much better turnover and their stock is always in good condition."

Another chain man who voices the same view, stated, "We see no reason why the merits of any product cannot be transmitted by circulars, letters or instruction sheets to all of our employees in a more conservative and fairer manner than the enthusiastic salesman might describe his product."

One of the large food chains on the Pacific Coast prefers to have the manufacturer's representative present this information to store supervisors at regular meetings, and in full detail so that the supervisor in turn may take notes and pass on the necessary information to the store personnel. "Any other procedure," the chain executive stated, "which would permit the salesmen to contact our managers direct, would be time-robbing and disrupt our general co-operative plans."

One chain representative suggests that the manufacturer present a brief analysis of his product, how it is made, the ingredients that go into it, its general merits and its varied uses to the consumer. This information should be submitted to the general office or to the branch office in such a manner that it may be passed down to store managers and clerks, either in bulletin form, in meeting, or in the store managers' training course.

The president of a large Middle Western drug chain said, "Too frequently the traveling salesman's ideas of proper sales representations are not our own ideas. Consequently, except in cases where we sell direct, we would be happy if no salesmen ever visited our stores. It weakens our authority, direction and control. Of course, there are cases where a sales promotion man or an executive visits us and we arrange a meeting with our store managers, and perhaps this individual will spend three or four days visiting our stores, but this is almost invariably done with one of our own representatives. We prefer, then, that the manufacturer's salesmen work through our execu-

tive staff and make such contacts with our store managers and salespeople as our executive staff may arrange and approve."

The president of another highly successful chain drug store is in favor of manufacturers' representatives addressing their meetings, which they call for this purpose. "In this way," he stated, "we reserve the right to censor information and thereby eliminate any unscrupulous method the manufacturer's representative may attempt to pursue. We like to know exactly what information our salespeople may be equipped with in regard to selling and we feel this information should come direct from headquarters. Thus, the regular duties of our people are not interrupted and the store routine and customer service is not jeopardized."

Chain Will Pass Information on to Clerks

We asked the president of a large 5- and 10-cent store to tell how the manufacturer can work with chain-store managers and clerks. "It must be through our own sales department," he stated. "It would be just as impractical to try to get this in the chain store as in the department store. Through our sales promotion department we try to pass this information from the manufacturer to the sales girl, through our weekly letters. It would be rather difficult for the manufacturer to do this, for many reasons. There is quite a turnover in the salesgirls in our field. When the information comes through our sales promotion department, we know that each one of the girls is sure to get the information we want her to have."

The president of an important chain shirt shop states that he does not care to have any manufacturers' salesmen call on their store managers to show their line, because in most cases some of his managers would want to place orders for the items. "We have a central purchasing office," he stated, "in which we employ efficient buyers. Being in constant touch with our shops, we believe we know best the exact information our man-

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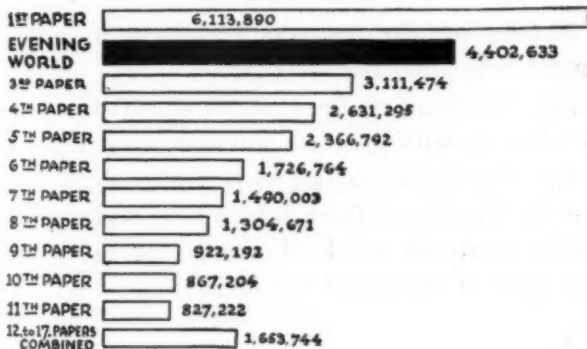
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The Leader

*among 16 of 17 New
York Newspapers in*

MANHATTAN DEPARTMENT STORES

THE 16 MANHATTAN DEPARTMENT STORES, choosing among the 17 New York Evening, Morning and Sunday newspapers, gave The Evening World more advertising during 1930 than they did any other newspaper, with one exception. The lineage figures below are those of the Advertising Record Company.



Of the combination seven-day newspapers under one ownership (Morning & Sunday or Evening & Sunday), The Evening and Sunday World carried the largest volume of Manhattan Department Store advertising.

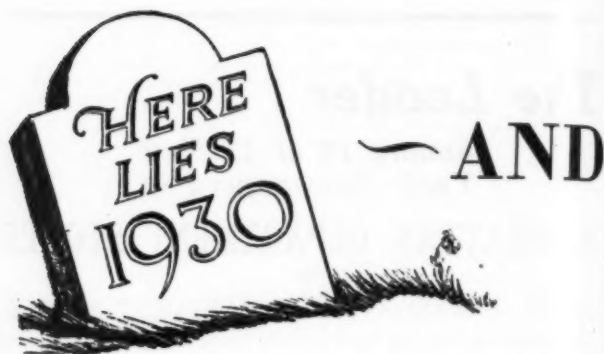
The Evening World

New York's FOUNDATION Newspaper

Tribune Tower
CHICAGO

PULITZER BLDG.
NEW YORK

Gen. Motors Bldg.
DETROIT



THERE is relief if not news in the fact that the year 1930 now is dead and gone.

Except for the business lessons it may have taught, why look backwards?

Set your mind on the real job *ahead* of you, the new job fat with promise and necessity, 1931.

It won't be the easiest year you ever tackled, but the Profit-and-Loss figures next January will prove that *with adequate courage and energy* you can make it stand and deliver.

BE SURE of this: *somebody* is going to sell the 120,000,000 people in America in 1931 the things they *eat, use, wear and enjoy*.

Somebody is going to tempt into useful circulation a real part of the \$28,000,000,000.00 now in the savings banks.

Somebody is going to ride the business-upcurve sure to spring from these past months of manufacturing shortages, accumulating savings, shrinking installment paper.

ND NOW WHAT?

You can be *one* of the somebodies, yes — but *it'll take good goods, good selling, good advertising to enjoy the privilege!*

THE SATURDAY EVENING POST stands ready in 1931 to help the business that is ready to help itself.

It submits its ability to do this because its influence with its matchless and steadily growing public has never been more valid than today.

It offers the legitimate advertiser *now when needed* a success-paved avenue to the minds and pocketbooks of the foremost families of America — that hub *three-million-strong* which turns the taste, thinking, *buying* of the nation.

It can do a great job for you just as it does a great job for itself, by doing the greatest job for its readers of any magazine in the world!

THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

THE CURTIS PUBLISHING CO.

INDEPENDENCE SQUARE, PHILA.

The Pacific Northwest's Greatest Home-Delivered Circulation

Portland women instinctively turn to The Oregonian for aid in home making, recipes, suggestions for their wardrobes, balm for heartaches. This helps to explain the preference of Portland women for The Oregonian, helps to explain why The Oregonian has the largest home-delivered circulation in Portland and suburbs.

The Oregonian

PORTLAND, OREGON

Represented Nationally by

WILLIAMS, LAWRENCE & CRESMER

New York Chicago San Francisco Los Angeles Seattle

Largest Circulation West of Denver and North of San Francisco

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agers should have. I do not mean, however, that we disregard our managers' advice, for we are always open to suggestions from our entire organization, but in this field, where style is one of the determining factors, and since we cover the entire country and also the foreign style markets in search of information, our headquarters is in better position to pass along the type of information on the merchandise that we sell than the average salesman who would come to visit our stores."

What does the voluntary chain say in regard to the manufacturers' salesmen contacting their member stores?

"We welcome the detail men representing the manufacturer calling on our merchants and they give us splendid co-operation," were the remarks of E. E. Peck, manager of the Grocers' Wholesale Company of Des Moines. "We insist, however, that they deal fairly and squarely at all times with our merchants—never misrepresent, never stuff orders and never use the name of the Grocers' Wholesale Company or its management in any sense of the word whereby they are going to deceive the retailer merchant. In other words, the efforts of the sales representative who calls on us must be ethical or we immediately go to the manufacturer and report the salesman who does not conform to our requests. We have had but few instances where we have had trouble with manufacturers' salesmen. We found that the men representing most of the manufacturers are always willing to speak a kindly word concerning us to merchants who are not members of this organization and the results are that we have secured many splendid retail merchants as members of our organization through the co-operation of a number of these salesmen."

A Southwestern voluntary chain jobber does not allow the manufacturer to call on his associate stores unless he is particularly interested in the products of the manufacturer. Where he does allow such contacts the results are outstanding, but when he sends word to his members that the man-

ufacturer is calling on them without his consent, the results are always nil. In other words, he feels he wields sufficient influence over his store members to control the buying policy of each member.

A voluntary chain jobber in the South stated that since his group has assumed large proportions and the members are deriving the benefit of his co-operation, he finds that the control of the member stores is becoming stronger. "The individual retailers find less use for the services of detail salesmen," he says. "Directed by some manufacturers, these salesmen have too frequently put over on the retail merchant unprofitable deals and selling schemes, and the retailer, largely of his own accord, is passing them up. When we agree to feature a manufacturer's commodities, we prefer to have the detail work done by our own men, and it has come to the point that about all we have to do is to tell the retail merchant that we are going to feature this particular merchandise and he promptly places his order. In other words, the retailer is largely leaving it more and more for the sponsoring wholesaler to select his merchandise."

Manufacturers Are Overlooking Opportunity in Lumber Field

In the lumber field, one large chain organization claims that manufacturers of building supply materials, lumber products, etc., have not taken advantage of the possible co-operation they can obtain from the chain lumber yard. The president of one of the important chains believes that the best way that the manufacturer can work with them is to develop practical and specific merchandising ideas for their yard managers. "We believe it is partly the lack of this form of co-operation which is responsible for the disproportionately small share of the consumer's dollar that the building material business has been getting in recent years," he stated. "The chain lumber yards will welcome the manufacturer's help through their traveling representative, who should be able to work with their own men on consumers to develop the sale

of the manufacturer's product. We insist, however, that the chain manager do the actual quoting and selling, because in cases where the manufacturer's representative makes it a practice to quote the price, and make the sale direct, the tendency is toward the elimination of the lumber chain from the plan of distribution."

This retail lumberman also believes that the chain lumber yard of the future, which will work in close co-operation with the manufacturer, will be located in the larger cities and will operate a merchandise and retail store on the same plan of the average retail merchant. His idea of a modern store implies window displays to be made just as attractive for their business as for any of the other retail lines. The way in which the manufacturer can work with such a lumber dealer is by devising practical specific plans for window display, by transmitting through his salesman to the lumber manager, practical tried-out plans of merchandising, and accompanying his men on trips to acquaint these chain-store men with the idea of presentation of an honest sales talk to the prospect—leaving, however, to the manager the climax of closing the sale.

"It is needless to say," he concluded, "that the type of manufacturer's representative who can do this work best is the one who has the personality to meet properly all classes of people and to talk intelligently and convincingly about the merits of his product. I regret to say that in a good many cases it is far from true that the manufacturer's representative is the right sort of man. He does this sort of work whenever he can, but too many of them are content with a mere perfunctory call on our manager, without giving him very much help in the way of actual constructive sales work on the consumer."

What have been some of the experiences of the manufacturers who have attempted this form of co-operation? The manufacturer of a well-known and well-advertised line of cosmetics, who has been successful in working with

chain-store managers and clerks, has found it to be very difficult to do it at a profit. "You would be surprised," he stated, "how difficult it is. Chains want to buy at rock bottom. In addition to that, they want help to pay for their advertising expense. In addition to that, they want you to help pay their clerks. In addition to that, they expect specialists to go along and help train their clerks, and in addition to that they will take an extra 5 or 10 per cent if they can get away with it. I have in mind one aggressive sales manager who obtained immense volume through a few chains on a single product. He got the clerks together, they had a drive, the clerks were all pepped up on the quality of the merchandise and what to say to the consumer. The drive was a success from the standpoint of volume in sales. From the standpoint of profit it was a failure and at the end of what seemed to be two years' wonderful work, the sales manager was discharged because in almost every instance he had lost money for his company.

A Marvelous Opportunity

"The chains do offer a marvelous opportunity for volume distribution, and in many cases they have splendid clerk organizations, but with few exceptions they want to charge for this machinery of merchandising more than the traffic will bear. Somebody has got to tell chains that they must go fifty-fifty on profit and on special effort put behind quality nationally advertised goods. They can better afford to do it than kill the goose that laid the golden egg, because that is just what they do when they force the manufacturer to create volume without profit to the manufacturer.

"Unfortunately, there are enough new products coming on where the maker is willing to give away everything for two or three years in order to get a start. The man who has an established product has to meet this kind of competition. However, I believe chains are beginning to learn that it is much easier to put across a proposition today where there is a profit



Concentrated Circulation

The Washington (D. C.) Star, both Evening and Sunday, not only completely dominates this market, composed of the District of Columbia and a radius of 25 miles into Maryland and Virginia, but its circulation is LIMITED to this field.

It is practically all home circulation—not inflated by forenoon, noon or pre-dated editions—97% of The Evening Star's circulation and 96% of The Sunday Star's circulation goes directly into the homes.

Advertisers in The Star get the full benefit of this CONCENTRATED CIRCULATION in a market both populous and prosperous

The Evening Star.

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office:
Dan A. Carroll
110 E. 42nd Street

Member
*The 100,000 Group
of American Cities*

Chicago Office:
J. E. Lutz
Lake Michigan Bldg.

F O R T H Y

The Boston Herald, daily and
 Sunday, was FIRST among a
 Boston papers in advertising
 volume—Retail, General, Auto-
 motive, Financial and Classified
 combined—with a grand total

16,615,914 AGAT LINE **30**

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The combined daily and Sunday total advertising volume of other Boston papers for 1930 is given below:

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|-------------------------------|------------|-------------|
| The Globe | 15,257,169 | Agate Lines |
| " Post | 12,555,990 | " " |
| " American-Advertiser | 7,219,896 | " " |
| " Transcript (daily only).... | 6,605,168 | " " |

| | | | |
|--------------------------------|----|------------|-------------|
| The Herald led the Globe | by | 1,358,745 | Agate Lines |
| " " " " Post | " | 4,059,924 | " " |
| " " " " American-Advertiser " | " | 9,396,018 | " " |
| " " " " Transcript | " | 10,010,746 | " " |

All Herald figures are for Herald only—Traveler lineage is not included.

ALL FIGURES FROM MEDIA RECORDS, INC.—THE NATIONALLY RECOGNIZED STATISTICAL AUTHORITY

This is the FOURTH consecutive year that The Herald has held this Leadership. It is not by chance or favor that it has done so. It is wholly due to the fact that advertisers have learned by experience that The Herald produces direct, tangible results in sales.

Advertising Representative: GEORGE A. McDEVITT COMPANY
NEW YORK CHICAGO PHILADELPHIA DETROIT

BOSTON HERALD

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HOUSANDS AHEAD OF ANY OTHER PORTLAND DAILY

In 1930 local and national advertisers gave The Journal a tremendous vote of confidence—here is the comparative volume of daily display advertising in Portland papers as recorded by Media Records.*

| | General Daily Display | Retail Daily Display | Total Daily Display |
|-----------------|-----------------------------|----------------------------|---------------------------|
| Journal | 1,925,114 | 4,911,152 | 7,451,477 |
| Oregonian | 1,707,991 | 2,887,004 | 5,462,622 |
| Telegram | 730,887 | 4,551,064 | 5,624,666 |
| News | 907,129 | 2,970,699 | 4,157,114 |

For the past 10 consecutive years local advertisers have realized the dominating selling force of The Journal and have placed more display advertising in its pages than in any other Portland paper.

In 1930, when every advertising dollar carried a tremendous load—the national advertisers also went after the sales in the Portland market by using more space in The Journal.

*Advertising Figures Given in Lines.

The JOURNAL
AFTERNOON
SUNDAY
PORTLAND · OREGON

P-231

READ IN THREE OUT OF FOUR HOMES

—Represented nationally by REYNOLDS-FITZGERALD, Inc.—
2 West 45th St., New York; 203 Wabash Ave., Chicago; 58 Sutter St., San Francisco; 117 West Ninth St., Los Angeles; 1534 Chestnut St., Philadelphia; 306 Journal Bldg., Portland; H. R. Ferriss, 3322 White Bldg., Seattle.

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all around, even though it may be small, than it was a year or two ago."

In the food field, a director of sales who has encountered considerable resistance from the chains has found that the reason for this hostility is that the chains are afraid some clever salesman of the manufacturer may do a good selling job, causing the store manager to insist upon carrying and directing his efforts on items or lines that may not have a ready demand in the particular territory or may not be on the preferred list. This director of sales is also of the opinion that chain stores recognize the advantages of having their store managers thoroughly conversant with the merits of the merchandise they have to offer, and particularly realize the merits and advantages of such educational campaigns.

When this manufacturer receives permission for his men to visit the chain stores, he ties up with some definite service to be performed. In those instances where he may be told, or he at least knows, that there is an objection against his men contacting the store managers, he must proceed with much caution, but in the main he starts without agitating the subject by instructing his salesmen when approaching the chain-store manager first to impress him that he has not come with any thought to sell, but merely to give him definite information that may prove of value in merchandising this product to his customers.

This Is an Unobjectionable Approach by a Salesman

"To better illustrate," he told the writer, "let me repeat the basis of an interview one of our salesmen carried on when I went into a chain store with him, solely for the purpose of observation. This happened to be a new store in the community. The salesman had been on the job for some time. After introducing himself, his approach was something like this: 'I happen to be the man who represents our company in this particular territory and am mighty glad to see you

come in here with this nice store. I realize the fact that I cannot sell you anything and that is not the purpose of my visit. However, we are both working in the same community and at least we ought to know each other. Possibly sometime I can be of help to you and I want you to always feel free to call upon me. I know a good many of the people around here and am fairly familiar with their marketing habits in general. How do you find business? How are our goods moving? etc., etc.'

"This naturally led into a general discussion and our man had plenty of opportunities to strike home forcibly on the merits of our products and the store manager joined in and seemed much interested. On leaving the store, our man suggested that the next time he was going by, he would drop in because he wanted to be sure that everything was all right, and again emphasized the fact that he was always glad to be of service. The manager was pleased because of the attention he had received, and was particularly impressed that our man had no motives other than those of good fellowship, and a very definite interest on the part of the company in seeing that its merchandise was in tip-top shape. The ice having been broken, the way was paved for later calls. Our man was entirely truthful in every way and there was no possible embarrassment for the store manager. I do not believe in a stereotyped sales approach or sales talk. We try to get the idea over with our salesmen and let them handle their approach and contacts in their own way.

"You asked what the reaction of these contacts has been. Of course, now and then I suppose the boys are all but thrown out, yet, in the main, the contacts have been accepted in a friendly and most favorable way."

Another director of sales of a very large food company, whose experience has also been broad and varied in his contacts with chains, has also found that as long as the salesman makes his call a personal one and does not launch into a

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Inc.—
St. Sep
Philadel-
Seattle.

sales talk, he can be highly successful with the chain manager. "We always get around this by having our representative drop in occasionally on the chain-store managers and making their friendly visits," he said. "In the course of these visits no reference is made to orders, and no attempt is made to try to sell the buyer. The call is merely a good-will visit. The diplomatic salesman can capitalize on such a visit by mentioning his product and inquiring of the chain store manager how he finds it go-

ing, etc., thus leaving the latter in a very friendly attitude. In this way, we have never been called by chain organizations for detailing their managers, even though their general policy is against it."

Summing up, to work through the chain-store's store managers, the manufacturer must convince the chain that he will not abuse the privileges extended to his detail men nor resort to high-pressure selling methods. An intelligent and tactful type of man is essential to obtain profitable results.

Angles on Space Buying

Sell the Publication, Not an Account

By John C. Esty

Magazine Space Buyer, J. Walter Thompson Company



John C. Esty

A NUMBER of months ago, a hot controversy raged in the columns of **PRINTERS' INK** between various space salesmen and space buyers over the space salesman's place in the picture. In my opinion, he fulfils a definite need.

The purpose of the salesman, and his contribution to the efficiency of media selection, is to make sure that everyone he calls upon learns all there is to know about his publication.

Thorough selling of his "book"

eliminates the preparation of presentations on specific accounts which are frequently merely a rehash of data already familiar to the space buyer. And too often they are based on a superficial study of a client's business, thus putting the representative in an unfavorable light. It is the agency's business to know all about its clients' problems and the space salesman's job to sell his publication as a medium for not one, but many types of business.

If this has been done it saves the time of both the representative and the buyer, gives the salesman time to develop new information on his publication and relieves him of the worry which must be present when he feels that he should be on hand when a schedule is being prepared.

Unfortunately, too many calls often made solely to pacify a sales manager, consist of the following questions: "Any lists being made up?" "Do I get the business?" "Any new developments?" Such questions are purely a waste of time. They keep the representative with a constructive message impatiently waiting in the reception room and hinder the work of the space buyer whose job it is to get real help and not listen to foolish questions.

This message—addressed to the business men who will underwrite 1931 advertising—appears in the current issue of The Business Week.

(Continued on Page 87)

HALT! What's this? Just as you reach the climax of a well-written magazine article, you are brought up sharp against the bottom of the page . . . with the standard rebuff: "*Continued on Page 87.*"

YOU may not have noticed it before, but there are no long-distance continuations . . . no "break-overs" . . . in *The Business Week*. And for several good reasons.

THIS WEEKLY is designed to meet the needs of you and your fellow leaders of business for fast, accurate business news. Your time is valuable. Even your reading hours must be weighed in the scale of efficiency. You don't want to play mental leap-frog in the pages of any publication. Nor do you have to in *The Business Week*. You read straight through each issue without interruption.

THE BUSINESS WEEK'S news is presented in short, crisp paragraphs in the order of its importance to the reader body as a whole. The editorial pages are not planned weeks ahead to fit a predetermined pattern. As a matter of fact, the editors themselves don't know what the "lead" stories will be until the last moment before The Business Week goes to press.

THIS UNBROKEN CONTINUITY . . . this "running make-up" . . . meets the needs and desires of The Business Week readers. It should suggest to you a distinct and exclusive reader audience . . . a group of subscribers of your own mental stature . . . important men in important businesses.

WOULDN'T THE GOOD WILL and understanding and purchasing power of these men be of practical aid to you in meeting your own 1931 sales quotas? There is no surer place to gain their attention and secure their interest than in the advertising pages of this useful and stimulating publication.

JUDGE THE SUBSTANCE BY THE FORM

IS THE external form of a publication a good yardstick of its readership? If you have cut your wisdom teeth in advertising you know it is. Editorial content and make-up tell the professional advertising man more than all the surveys, statistics and promotion material ever compiled.

THAT'S WHY we point out the reasons for the "running make-up" and absence of break-overs in The Business Week . . . to our readers who must underwrite the advertising plans you submit. And to you, whom our readers employ to make expert application of advertising theory and practise to their selling problems.

OF COURSE we can supply proof of The Business Week's coverage of America's business leaders . . . incontrovertible proof . . . circulation galleys packed with names that you and your clients respect. These you are welcome to scan, all or any part of them, at any time.

BUT WE'LL rely on your interpretation of an editorial formula to tell you that The Business Week is the kind of weekly the real leaders of American business read and respect.

THE BUSINESS WEEK

McGraw-Hill Publishing Company, Inc., New York

A MILLION PROSPECTS for your product!

The Post-Intelligencer's method of segregation places within your reach, the buying power of the Pacific Northwest, which amounts to a figure of somewhat over a million consumers!

Further, the Post-Intelligencer is your messenger to these people seven days in the week! Those planning or conducting national campaigns will find the P-I's 500,000 available market facts of indispensable value!

*Desired information will be gladly furnished upon request
to any one of our National Representatives*

W. W. CHEW
285 Madison Avenue
New York City

J. D. GALBRAITH
612 Hearst Building
Chicago

A. R. BARTLETT
3-129 Gen'l Motors Bldg.
Detroit

SLAYTON P. LADUE
625 Hearst Building
San Francisco

SEATTLE POST-INTELLIGENCER

A MILLION MODERNS IN THIS MARKET!

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Trade Commission Excursions into Public Domain of Language

A Discussion of the Rights of the Public in the Matter of Trade Terms—
Second of a Series of Two Articles

By Roy W. Johnson

IN a preceding article*, I summarized briefly the Federal Trade Commission's attempts to restrict and regulate the meaning of the commercial terms "mahogany" and "castile," for the purpose of preventing what it considered unfair methods of competition, injurious to the business of certain traders in lumber and soap, and also misleading to the public. At the same time I endeavored to show what broad rights were involved in such an assumption of authority over the use and application of the common language—rights as fundamental as that of the manufacturer to describe his goods clearly and adequately, and that of the purchaser to specify his requirements.

In that article also, it was stated that unless the fundamental principles of the scientific study of language were at fault, and likewise the principles relied upon by the equity courts in determining property rights in words used as trade-marks, it could be boldly stated that the Trade Commission was invested with no authority to restrict or regulate the meaning of any word. Indeed, it is possible to go considerably farther than that, and to state with equal boldness that by no conceivable possibility could the Trade Commission acquire such authority from any source capable of delegating it.

A brief discussion of the principles above referred to will, I believe, demonstrate that fact fairly conclusively.

The meaning of any word in the language (whether it is a commercial term or not) is always a question of fact, as clearly distinguished from a question of law or of authority. It is a question of fact which can only be determined by the sense in which it is accepted and

understood by those who habitually use it. William Dwight Whitney, whose authority is unquestioned in the field of Philology, says:

"That all making and changing of language is by the act of its speakers is too obvious to call for discussion. *No other force capable of acting and of producing effects is either demonstrable or conceivable.*"

The authority of Professor Whitney is, I think, scarcely assailable. He was a member of that group of scholars, including Bopp in Germany and Max Mueller at Oxford, who established the science of Comparative Philology in the '60's and '70's of the last century. From 1869 until his death in 1894, he was Professor of Comparative Philology at Yale, and in 1889 he was chosen as editor-in-chief of the work in preparation of the Century Dictionary. The passages I am quoting here are taken from the article on "Philology" which he prepared for the Encyclopædia Britannica.

A Word's Meaning Is Determined by Use

"All making and changing of language is by the act of its speakers." That is merely to state the basic principle upon which the scientific study of language rests. It is only through use that a word can acquire any meaning whatever. It is only through this same use that meaning can be changed or modified. In brief, the meaning of a word is never an intrinsic element, but is always bestowed upon the word by those who are in the habit of using it.

It follows clearly enough, I think, that the primary source of meaning, and the ultimate and final authority as to meaning is the public. Those who habitually or

*PRINTERS' INK, Jan. 22, page 25.

customarily employ a word for *their own purposes* bestow its meaning upon it, and any use of it apart from this customary meaning will simply be misunderstood. "The attitude of the ordinary speaker toward his language," says Whitney, "is that of unreasoning acceptance. It seems to him that his names for things are their real names, and all others are unintelligent nicknames."

That simply is to say, of course, that the hearer or the reader of a word accepts it as meaning *what he understands it to mean*, irrespective of the intentions of the speaker or writer. There is, as a matter of fact, no conceivable authority which can make him accept it otherwise than as he understands it.

It is usually possible to trace the history of a word back to its origin or derivation, and to say, if one is so inclined, that *there* is its precise and proper meaning. But to do that is simply to ignore the facts of its history. Or, as Whitney puts it: "When once the name is applied, it belongs to that to which it is applied and not to its relatives by etymology; its origin is neglected, and its form may be gradually changed beyond recognition, or its meaning so far altered that comparison with the original shall seem a joke or an absurdity."

"Prevent" Once Had a Different Meaning

There is plenty of evidence of this, of course, on almost any page of the dictionary. An instance that comes to mind is the word "prevent," which was used by the translators of the King James version of the Scriptures in a sense that is nearly the precise opposite of its accepted meaning today. The actual, present-day meaning of words has no definite or settled relationship with their origins, or the intentions with which they were first applied.

That the public is the only authority in this matter of meaning is not only good philology, but it is good law as well. The principles applied by the equity courts in cases involving trade-marks

and trade names are the same principles that are expounded by Professor Whitney. H. D. Nims, who certainly needs no introduction to readers of **PRINTERS' INK**, says in the standard legal text-book, "Nims on Unfair Competition":

"All words of the language are common property. Like highways, they are part of the public domain. In fact, they are public property to a greater extent than anything else unless it be air and sunlight. . . .

"The control of equity over words and marks used in trade is not defined or limited by the nature of the word or mark, but by the use which the public makes of it. The status of all industrial names is largely in the hands of the public which creates words and meanings for words at will. . . .

"The paramount consideration of the court in every case involving a name is the use to which the public puts the word, not generally speaking, but in connection with the goods or business house it is used to describe."

That the paramount consideration of the court is the use to which the public puts the word, and not the weight of some authority or the intentions with which the word was first applied, can be amply shown in literally hundreds of cases. The equity courts have consistently refused to interfere with the rights of the public, or even a limited section of the public, to the employment of names in the sense that is customarily accepted and understood. They have consistently refused to do this, even though the public's use of the name was shown to be highly damaging to, and contrary to the intentions of, the business house that originally adopted it.

In the famous case involving the name "Tea Rose" for flour, for example, the Supreme Court held that the name as applied to flour in Alabama, meant goods coming from a certain source; but when this name was used elsewhere as applied to flour, it meant entirely different goods, coming from an entirely different source. This was obviously damaging to the business of the producer who sold his goods

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outside Alabama, and he had moreover, registered his mark in the Patent Office. But none the less the court declared that it had no power to restrict or regulate the meaning of the word which long continued public use had bestowed upon it. To assume such power could only result in lending the court's authority to the perpetration of a wrong against the people of Alabama—who had a clear right to employ the name in the sense to which they were accustomed, as descriptive of the product they were in the habit of buying. (Hanover Star Milling Co. vs. Metcalf. 240 U. S. 403.)

Again, in the Rectanus case, the Supreme Court found an analogous situation with respect to the name "Rex," as applied to medicines and toilet articles. Throughout certain territory in the Middle West the public clearly understood this name as meaning the product of Theodore Rectanus, although elsewhere it meant the goods of the United Drug Company. (United Drug Co. vs. Theodore Rectanus. 248 U. S. 90.)

In a case involving the word "Aspirin," the courts held that its use had been such that it actually meant two different things. Physicians, manufacturing chemists and wholesale druggists clearly understood that it meant acetyl salicylic acid coming from a certain source. But the consuming public, on the other hand, understood it as meaning a certain kind of drug, irrespective of its chemical composition or its origin. The patent under which the product was manufactured had expired and anyone had the right to make it. With respect to the public the makers had the right to call it by the only name which the public understood as descriptive of it. (Bayer Co. vs. United Drug. 272 Fed. 505.)

Here, it is important to note, the courts were dealing with a name which not only was first adopted by the Bayer Company, but one which the company had actually invented. Yet the use the public had made of it was paramount over all other considerations. Obviously the Bayer Company's business was injured by permitting

its competitors to use the name, and doubtless many individual consumers were to a certain extent likely to be misled. But the essence of the situation was this: that the public in general was provided with no other word which would adequately and intelligibly describe the product. And the right to make it was obviously of little value to a manufacturer if he could not intelligibly describe what it was that he made.

Dozens of cases involving trademarks on patented articles could be cited in which the same principle is maintained: the courts seeking to determine, not primarily who is injured or likely to be misled, but *what is the real meaning of the name or mark as a matter of fact?*

In the famous Singer Sewing Machine case, for example, the Supreme Court declared that the use of the word "Singer," even though it was a family name and part of a corporate title, had been such that a competing manufacturer could not be enjoined from using it as descriptive of certain types of sewing machines which were made under expired Singer patents. (Singer Mfg. Co. vs. June. 163 U. S. 169.)

Or again, in the perhaps equally famous Linoleum case, decided so long ago as 1878, the court said:

The plaintiffs have alleged and Mr. Walton has sworn, that having invented a new substance . . . he gave it the name of "Linoleum," and it does not appear that any other name has ever been given to this substance. It appears that the defendants are now minded to make, as it is admitted they may make, this substance. I want to know what they are to call it. That is a question I have asked, but I have received no answer; and for this simple reason, that no answer can be given, except that they must invent a new name. I do not take that to be the law. I think that if "Linoleum" means a substance which may be made by the defendants, the defendants may sell it by the name which that substance bears. (Linoleum Mfg. Co. vs. Nairn. 7 Ch. Div. 834.)

I am not presenting these cases as circumstantially analogous with the "mahogany" and "castile" cases, but simply as definitely illustrative of the principle that is

consistently upheld by the courts. The meaning of a term is a fact to be determined from the public's habitual use of the term, and with this habitual use the courts will not interfere. It is identical with the doctrine set forth by Whitney: "When once the name is applied it belongs to that to which it is applied."

As long ago as 1887 indeed, Mr. Justice Bradley of the Supreme Court applied the principle very definitely in the case of *Celluloid vs. Cellonite* (32 Fed. 94). "Celluloid," he said, was clearly enough a technical trade-mark, meaning the product of The Celluloid Company. But its use by the public had been such that the proprietor's rights must be strictly limited. He and he alone could use it as a trade-mark, affixing it to his goods. But any other manufacturer might describe his goods as "celluloid" and announce to the public that he made "celluloid," because there was no other term within the public's understanding by which to describe it.

In this connection it is rather impressive to note that in spite of the fact that manufacturers in this field have made extraordinary efforts to distinguish their products from the product of The Celluloid Company, the public still insists upon employing "celluloid" as the real descriptive name of the substance. The chances of success in restricting or regulating the meaning of a word against the inclinations of the public are very slim indeed, for the public can be trusted to go on in its own sweet way regardless. As Professor Whitney puts it: "That change in meaning to which the existing habits naturally lead is easy to bring about: any other is practically impossible."

There is no conflict between the principles established by the philologists and the principles applied by the equity courts. "The common language is the common property," says Whitney, "and no individual has authority over it more than another."

"The control of equity over words and marks," says Nims, "is not defined or limited by the nature

of the word or mark, but by the use which the public makes of it."

Wherefore I say that unless those principles are definitely at fault, the Federal Trade Commission's attempt to define and limit the employment of such terms as "mahogany" and "castile" involves the assumption of an authority which it does not possess, and indeed which does not exist.

If this discussion seems very academic, I would call attention to the great multitude of trade terms that are commonly used and accepted in more senses than one, and to the quite apparent disposition of the Commission to make further excursions into this public domain of language. That is a matter of intensely practical importance to the business man who relies, as he must rely, upon the right to describe his goods in the terms which the public, as the supreme and only authority, chooses to accept and understand.

E. T. Howard Has Bosch Account

The United American Bosch Corporation, Springfield, Mass., recently formed by the merger of the American Bosch Magneto Company, of that city, and the Robert Bosch Magneto Company, Inc., Long Island City, N. Y., has appointed the E. T. Howard Company, Inc., New York advertising agency, to direct its advertising account.

J. C. Woods, Publisher, Mansfield, Ohio, "News"

James C. Woods, for the last three years publisher of the Marion, Ohio, *Star*, has been made publisher of the *Mansfield News*, recently acquired by the Brush-Moore Newspapers, Inc., publisher of the *Marion Star*.

New Accounts to Brotherton

The Automatic Drive & Transmission Company, Gloucester City, N. J., and the Overdrive Products Company, Cleveland, have appointed Brotherton, Inc., Detroit advertising agency, to direct their advertising accounts.

L. A. Voss with Los Angeles "Times"

L. A. Voss, formerly a member of the advertising department of the Motor Transit Stages Company, Los Angeles, has joined the display staff of the *Los Angeles Times*.

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Vol. 6, No. 12

CHAIN STORE AGE

93 Worth Street

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*These advertisers helped to
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Campbell's Soup

Pillsbury

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P & G Oxydol

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Durkee Troco

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French's Mustard

Zonite

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Cleanliness Institute

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Northwestern Yeast

Kalamazoo

Listerine Tooth Paste

Sani-Flush

Vaseline

Mentholatum

Lucky Strike

The **HOUSEHOLD**
MAGAZINE

A Capper Publication • Arthur Capper • Publisher
New York Chicago San Francisco Detroit
Cleveland Topeka Kansas City St. Louis

Thirty-Five Years Ago in "Printers' Ink"

[EDITORIAL NOTE: These abstracts and quotations are taken from the January and February, 1896, issues of *PRINTERS' INK*.]

THE idea of journalism crept into the philosophy of civilization in Europe soon after the advent of the Pilgrims in America, but it was feeble and flickering, and its progress was slow and difficult. The first newspaper in this country did not appear until 1690, at Boston, and the Colonial authorities permitted only one number of it to be issued, claiming that it was contrary to law and the best interests of society.

This sufficed to prevent a second experiment of the kind for fourteen years, and then Boston got a newspaper that continued to be published weekly without a rival on the continent for fifteen years. In 1719 another one was started at Boston, followed the next day by one at Philadelphia, and by one at New York in 1725.

A period of nearly thirty years was required to increase these four papers to nine, and in 1776 the number was thirty-seven, including one semi-weekly. The Revolution gave an impetus to the business that remained effective after independence had been gained, and when the nineteenth century opened 200 American papers existed, and the first daily was sixteen years old.

* * *

Lever Brothers were advertising Sunlight Soap.

* * *

Advertisements are not edited with sufficient care. Hence they often appear with bad spelling, worse grammar and absurdly untrue statements. Carelessness, alone, is often responsible for this.

It would seem as if many advertisers considered proofreading, revising and correcting altogether unnecessary. Their copy is just sent in to the newspaper office "with all its imperfections on its head," and the compositor, with his usual fidelity to the original manuscript, often lets errors go by which

he might easily correct on his own responsibility.

* * *

The Metropolitan Telephone & Telegraph Company, New York City, boasted of 12,500 telephone subscribers. Advertising was credited with securing 2,500 new subscribers in ten months.

* * *

The man who thinks he knows the most about advertising is usually the man who has never advertised.

* * *

The Ladies' Home Companion, Springfield, Ohio, will, in the early spring, be changed from a semi-monthly to a monthly.

* * *

The George P. Rowell Advertising Company placed the advertising for the American Tobacco Company.

* * *

Do not advertise and stop

But advertise and stay,
For those who read your ad last week,
Will look for it today.

* * *

Do not consider an advertisement perfect until every necessary word is in it and every unnecessary word cut out.

* * *

The soap business of this country has always led the van in successful advertising, and among so many prominent houses it is very hard to discriminate. But without any invidious comparisons we may well consider Pearline as a leader in its own peculiar field. More than a quarter of a million dollars is spent annually in advertising Pyle's Pearline.

* * *

The use of photography as a commercial illustrator opens up a comparatively new field, but nevertheless, one which might well be afforded a chapter in the history of the development of that science. As applied to pictorial advertising, photography has, within the last two or three years, advanced to the ranks of an art.

We Make Salesmen Out of Engineers by Mail

Weekly Letters Are Used by This Industrial Company to Teach Its Engineer-Salesmen All About the Products and How to Sell Them

By Louis H. Brendel

Advertising Manager, Neilan Co., Ltd.

AFTER we made the decision to employ engineers who were expert in industrial processes rather than "salesmen" to sell our regulation and control equipment,* the problem of sales training became of primary importance. These young engineers were without exception inexperienced in the art of selling. Our belief that knowledge of the prospects' problems would sell more goods than an equal or greater amount of "salesmanship" has been confirmed.

At the same time, we have remained steadfast in the appreciation of the fact that a good engineer, carefully trained in scientific sales principles, will sell more than just a good, untrained engineer.

The first engineers whom we hired were hand picked and trained in the construction and application of our product by our chief engineer who personally toured the United States. Since then the country has been divided into sections with a general sales engineer in charge of each section. It is this engineer's responsibility continually to circulate throughout his territory and assist the various local sales engineers under him. To each sectional engineer also falls the task and responsibility of selecting and training additional sales engineers as our distribution network is expanded.

It was apparent from the beginning that these engineers, being inexperienced in actual selling, would require sales training while they were actively engaged in selling. How far we have strayed from common practice is seen in the fact

that these sales engineers were chosen and instructed by our chief engineer and not by the sales manager to whom this task usually falls. Since these sales engineers are scattered all over the country, we had no other method available for their sales training than the mails. This is the medium which is carrying all of our far-flung representatives a weekly letter devoted to the fundamentals of salesmanship.

These weekly sales training letters are augmented by semi-monthly sales talks dealing with a different piece of Neilan equipment each time. There is also a monthly news letter which contains news items of what is going on at the factory and in other territories, as well as the answers to various sales problems which have been submitted during the last month by the sales engineers themselves. Furthermore, these engineers are periodically supplied with dramatic approaches which have been worked out and tested in the home territory.

The letters fall into two general classes which are mailed out alternately. The first classification is Equipment. Under this heading go out regular sales talks on various regulators. These letters discuss informally all the uses for this particular device, distinctive characteristics of design, material and operation. In these talks we stress the features possessed by our product which are not in competitive goods. Care is deliberately taken to omit any reference to this competitive equipment.

It is our policy always to keep our sales force and the trade on their toes wondering what we will do next. Experience has taught us that technical men such as com-

*Mr. Brendel described this policy in an article entitled: "Make Salesmen Out of Engineers—or Engineers Out of Salesmen?" published in the issue of December 25, 1930, on page 98.

prise our prospects and customers are always interested in "something new" but are reluctant about rehashing the virtues of some older piece of equipment.

The psychological effect of this aggressive policy keeps our sales engineers "steamed up" on our equipment.

Even though our sales force is composed largely of engineers these equipment letters are very thorough and elementary. This is these technically trained salesmen necessary in order to impress on the proper way to explain regulators to prospects—many who are not as well informed on the science of regulation. To the equipment letters also falls the task of informing the salesmen of the new applications and uses which have been uncovered for our various controllers.

Into the second main division of weekly letters fall all those dealing with the art of Selling as it applies to our equipment. These letters each contain one of the points of salesmanship such as may be found in a number of text books on this subject. They are, however, not general but are applied to selling our own product.

Throughout all the salesmanship letters runs the theme song of "Service." Different ways of assisting prospects in the layout of proposed plants. How these sales engineers can aid the prospect by suggesting the proper type, size and material to insure best results. Many times this has made it very easy for the prospect to buy because he was already *thinking* Neilan equipment in his new plant. These letters also urge our sales engineers to inquire of customers if all our equipment is functioning properly and if not, to adjust it. In many instances they have converted indifferent plant engineers into enthusiastic boosters by this overworked term "Service." Buyers are sick and tired of hearing about an organization's service, but they still recognize and appreciate it just as much as ever.

Here is a sample personalized letter:

Like all other Americans you have

probably heard the term "Service" misused to the point where you either laugh outright or say, "Oh Yeah!" when you hear it mentioned by some glib tongued "salesman." This is not, Campbell, because service is any less desirable today than at earlier times in business history. Like the testimonial in advertising, the abstract expression "Service," has been exaggerated and cheapened by "hot air" salesmen.

Without attempting a sermon, Roy, service is still one of the most beautiful and meaningful words in our language. It is like "giving" which blesses not only the receiver but the "server." In many ways you are like a missionary to some far away island. If you are to be a real worth-while success as a Neilan sales engineer you must get an actual joy from serving the customers in your territory. Like the missionary, you will not be happy with your job, or any other job, if all you get out of your work is your salary. While it is true our sales force is well paid, still if you were getting five times as much, you would not be getting enough to forfeit the self-satisfaction and respect which comes to a man who faithfully serves his customers.

You have probably already heard that the rapid growth of our company has been made possible by the fact we were able to breathe new life into that old corpse, "Service." Naturally you want to succeed and we want you to—for the limit of your success is the limit of the company's success. That is why we recommend "Service" as the cornerstone upon which you, too, can build your prosperous future.

By service we do not mean being a menial or servant. Our definition of service is to always do what you think is best for your customer. Get so you involuntarily think of his welfare and make every effort to prolong it. By this we mean to always suggest the cheapest satisfactory solution to his problems, as every man appreciates helping him save money. Even if it may mean more commission for you—play fair with him and you'll profit in the end.

By service we mean inquiring on each visit if all Neilan Regulators are functioning properly, and adjusting or advising what can be done to right those otherwise. Don't try to sell him new equipment if you can suggest how he can rebuild some of our equipment that may be languishing in his warehouse. Such treatment from you will inspire confidence in your customer. He will like you. *Men always buy from salesmen they like whenever it is possible.*

Another truth that is constantly drummed into the inner consciousness of our representatives through letters is, "To Make More Sales—Make More Calls." All other

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things being equal—the salesman who makes the most calls sells the most equipment.

Salesmen are instructed always to hand the prospect a bulletin or a model or sample so that they may focus this individual's attention.

Since much of our equipment is higher in price than that of our competitors our men are instructed how to meet the price question. In this respect our salesmen are taught never to attempt to sell regulators but rather to sell regulation and the prospect then *buys* our regulators in order to obtain this result.

Other letters mailed out to direct our engineers on the path to increased sales cover such well known subjects as "Always Expect to Make a Sale," "Plan Your Day's Work," "Don't Talk Too Much" and "Gain the Confidence of the Buyers and Plant Operators."

In each weekly letter we make a practice of enclosing clippings from business publications concerning new activity in each sales engineer's territory.

We believe in keeping in close touch with our representatives and to accomplish this, the sales manager's letters are strengthened by periodic letters from the president, chief engineer and advertising manager of our company.

New Account to Robinson Agency

Western Distributors, Ltd., a newly formed Pacific Coast underwriting organization, has appointed the Elwood J. Robinson, Jr., Advertising Agency, Los Angeles, to direct its advertising account. Newspaper and radio advertising will be used.

Appoints Gash Agency

The Patten Paper Company, Ltd., Appleton, Wis., manufacturer of Patten Mimeo-Bond and Patten Chromart, has appointed the Ellis T. Gash Company, Inc., Chicago advertising agency, to direct its advertising account.

R. N. Barrett Transferred by McKee & Albright

R. N. Barrett, formerly with the Cleveland office of McKee & Albright, advertising agency, is now with the headquarters staff at Philadelphia.

Karle Lithograph Moves Sales Offices

The sales offices of the Karle Lithograph Company, Rochester, N. Y., have been transferred to New York, where they will be located at 370 Lexington Avenue. Walter M. Sackett, vice-president and manager of sales and advertising, will divide his time between the New York and Rochester offices.

New Account to Fishler, Farnsworth

Robert Reiner, Inc., Weehawken, N. J., has appointed Fishler, Farnsworth & Company, Inc., New York advertising agency, to direct its advertising account. This company has developed a new machine with which to knit the leg and foot of full fashioned hose on a single machine.

Cope-Swift Account to Holmes Agency

The Cope-Swift Corporation, Detroit, oil burners, has appointed Holmes, Inc., advertising agency of that city, to direct its advertising account. The company plans a marketing and advertising campaign, following the grant of patents perfecting its oil burners.

R. R. Harris Joins Harman-McGinnis

R. R. Harris, for the last seven years advertising and sales promotion manager of the Standard Conveyor Company, North St. Paul, Minn., has joined Harman-McGinnis, Inc., St. Paul advertising agency, as director of the industrial marketing department.

Gives Course on Color

A free course on color is being given at The Textile Evening Trade School, New York, with meetings, open to men and women, on Monday and Wednesday evenings. The course will cover the manufacture and coloring of paper, rubber, textiles, glass, paints and other products with special attention to the source and nature of color.

Tire Chain Account to Arthur Mogge Agency

The Lion Chain Company, Inc., Chicago, automobile tire chains, has appointed Arthur R. Mogge, Inc., advertising agency of that city, to direct its advertising account.

Allan Franklin Joins "The American Druggist"

Allan Franklin, formerly a member of the sales staff of *Drug Topics*, New York, has joined the New York sales staff of *The American Druggist*, also of that city.

The Capper-Kelly Bill Is Not a Restrictive Act

It Would Legalize a Contract Between Manufacturer and Retailer Which Never Should Have Been Made Illegal

By C. R. Sheaffer

Treasurer, W. A. Sheaffer Pen Co.

I HAVE just read the article in **PRINTERS' INK** of Dec. 25, 1930, on price maintenance and the Capper-Kelly bill.*

Anyone familiar with the heads of the larger department stores throughout the country must have a great deal of respect for the opinions of D. F. Kelly, president of The Fair. One decided factor is overlooked in the article, however, and that is the nature of the bill itself.

The purpose of the Capper-Kelly bill is principally to remove an incongruous restriction that was placed upon the manufacturer operating in open competition by an interpretation by our courts of the Sherman Anti-Trust Act. The Capper-Kelly bill is not a restrictive act in any sense of the word, but legalizes a contract between manufacturer and retailer, which never should have been made illegal.

It is not contemplated by the Capper-Kelly bill to force a manufacturer to operate on a price maintenance basis, but gives the right to those manufacturers, who by the nature of their product and their plan of distribution, must require the retailer to operate at a profit. There is no question but what many manufacturers could not and ought not operate under a price agreement. Neither their products nor the public could be better served by such a program. The Capper-Kelly bill, however, does not contemplate such a thing.

I cannot see how anyone can assume the attitude that the manufacturer in open competition ought not to be able to have free contractual relations with his retail

dealers, and that economics and competition will not care for the welfare of the public, the same under the Capper-Kelly bill as it has in the past. It goes without saying that the manufacturer who does not give a fair value, and maintains his price under the Capper-Kelly bill, will soon be eliminated from the picture. Much has been said and written about the Capper-Kelly bill and many arguments both in favor and against it have been presented, but in order that there be no doubt as to its nature, it should be explained:

(1) That its object is to give only those manufacturers operating in open competition the permission to make a contract with the retail dealers that their product will be sold at a given price.

(2) That it does not require any manufacturer or retailer to operate under its provisions.

(3) That it is most unlikely that competition will operate any differently under the Capper-Kelly bill than it has in times past—that the manufacturer who does not give a fair value for the contracted price will be eliminated.

(4) That the manufacturer who does not deal with the retail dealers on a basis that nets them a fair margin of profit and contemplates the disposal of obsolete merchandise will not survive.

The retail business of the country is not in a healthy condition. The percentage of operating losses is greater in the retail end of our distributing system than in any other group, and it is to this end of our distributing chain that the Capper-Kelly bill will furnish the most relief. Few will deny that a genuine revival of profitable operation of retail businesses would improve living standards and stabilize our marketing system.

*"Why One Department Store Head Thinks Cut Price Is Economic Necessity," based on an interview by G. A. Nichols with D. F. Kelly, President of The Fair, Chicago.

When You Think of the West Think of Oakland

And well you might, for here on the Bay side of a ridge of high hills lies one of the great population centers in all the West. Oakland, with its nine contiguous cities and adjacent back-country, forms one natural market center.

Here is a population of 552,426 consumers, the third largest on the Pacific Coast.

The OAKLAND TRIBUNE is the one effective newspaper to reach this great market. The only home-owned daily newspaper in Oakland, the largest circulation by thousands, the greatest advertising patronage by millions of lines.



Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

The Spillwa



THE ASSOCIATED U

TWO-NINETY-FIVE MADISON



Water makes More *SPLASH*

... but it's water
in the flume that
turns the wheels

IT isn't the splash or the roar of advertising dollars that counts. It's their effect on the *movement of goods*. Concentrate your promotion effort in channels that lead straight to the moving parts of business and you may make less noise—but you'll *move more goods*.

Business is set for its 1931 revival. You can hasten it by concentrating dollars in media that shoot every cent, without waste, direct to the primary market.

Business papers in trade, in industry, in the professions and in service businesses go straight to the people who can glut or clear the lines of distribution. Advertise first to them, for you must sell them first.

Sixty major lines of business recently surveyed by A. B. P. editors report active buying programs for 1931, aggressive merchandising of new services and new commodities developed through research, the invasion of style into the fields of staples, the reduction of manufacturing and selling costs. These activities will be initiated or influenced by the 1,400,000 subscribing readers of 135 A. B. P. publications who, by their strategic position as primary buyers, can start or stop factory wheels, replenish or deplete inventories.

BUSINESS PAPERS, INC.
MADISON AVENUE, NEW YORK CITY

"The modern public warehouse has become practically a branch distributing office of the manufacturer. We use forty-five strategically-located merchandise warehouses in the United States and Canada, thus saving transportation costs and speeding delivery to our customers. Their orders are mailed directly to each warehouse. After shipment has been made, customers' invoices are rendered by the warehouse and mailed direct. The Bon Ami Company was one of the first large manufacturers to recognize the modern up-to-date merchandise warehouse as the ideal medium for distribution."

J. A. Gerlin, Traffic Manager, "Hasn't scratched yet!"
THE BON AMI COMPANY, Inc.



As we serve Bon Ami . . so will A.W.A serve you!

In 189 cities of the United States, Canada, Cuba and Hawaii, our member warehouses receive merchandise in carload or less-than-carload lots . . store it until needed by wholesalers, dealers or users . . then deliver it where it is wanted. In effect these warehouses become your branch house in each city you select . . storing and distributing your goods . . receiving your mail and handling your orders . . doing your billing and receiving your remittances if you wish . . keeping in touch with you through daily stock reports.

Using the warehouse 'phone number, you may list your name in each local 'phone book, and the warehouse op-

erator will take your salesman's calls. Yet your identity is carefully preserved, for the warehouse can use your labels, your billheads, your stationery or any of your personalized forms.

Charges are made on a "piece work" basis. Your costs are based on the number of units of your goods that are handled. During dull periods you are not burdened with fixed overhead expenses, as you are if you operate your own branch houses. The AWA Plan cuts distribution costs, saves freight charges, speeds delivery, enables you to increase sales through the strategic location of spot stocks. Full details in our 32-page booklet, sent free on request.



Get this
free
booklet



AMERICAN
WAREHOUSEMEN'S
ASSOCIATION

1829 Adams-Franklin Bldg., Chicago, Ill.

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Advertisers Tell How They Determined 1930 Budgets

Analysis of Returns from Survey of 501 National Advertisers Also Shows Relationship by Industrial Groups of Budget to Sales Volume

THERE is perhaps no more hardy perennial in advertising than the inquiry that has to do with determination of advertising appropriations. For that reason, there is informative value in the latest study on the subject, one conducted by the Association of National Advertisers. This study covers data received from 501 national advertisers who furnished details concerning their 1929 and 1930 advertising budgets.

Analysis of the facts collected are given in a report which, in addition to showing the basis upon which budgets are determined, also covers such subjects as the relationship of the advertising budget to sales volume, the breakdown of the budget according to magazines, newspapers, direct mail, radio and other forms of advertising, administrative overhead expenses of the advertising department and advertising production costs.

The various ways and means used to determine the 1930 budget, as reported by the 501 national advertisers, are summarized under five classifications, as follows:

Those who estimated the amount needed for an adequate campaign constituted 37 per cent.

Those who determined the budget on the basis of a percentage of sales for 1929 constituted 14 per cent.

Those who used a percentage of estimated sales for 1930 constituted 13 per cent.

Those who took as a basis a combination of 1929 sales and 1930 estimated sales, constituted 34 per cent.

The remaining advertisers who reported explained that they used the following methods:

Percentage of sales for 1928.

Percentage of net revenue for 1929.

Percentage of net profit per unit of 1929 sales.

Percentage of sales for two previous months.

Percentage of monthly sales available three months later.

Percentage of estimated sales for 1930 tempered by 1929 profits.

Percentage of estimated sales for 1930 by three month periods.

Percentage of estimated net income for 1930 based on preceding year.

Cost per unit based on past sales and estimated increase for current year.

Based on appropriation of preceding year.

Analysis of business conditions in various sections of the country.

Another of the twenty-seven charts in the report presents a graphic picture of the relationship of the advertising budget to sales volume. Typical percentage figures for 1929 and 1930 are shown by business classification. It is explained that "typical" percentage figures means the average of the middle half of the percentages when these are arranged in the order of magnitude. Extreme percentages, both high and low, are



William A. Hart

omitted. The percentages of the four middle companies, for example, are added, divided by four and the result is the typical percentage.

In the classification of companies, it is explained that since a number of them make more than one line of products, separate reports were prepared in some cases for each line, resulting in a total of 586 reports for 506 advertisers. The chart on relationship of budget to sales volume tells the following story:

| Business Classification | No. of Reports | Typical Percentage Figure | |
|---|----------------|---------------------------|------|
| | | 1930 | 1929 |
| Drugs and Toilet Articles | 53 | 19.6 | 21.2 |
| Paints and Varnishes | 15 | 6.4 | 6.6 |
| Chemical and Allied Mfg. | 14 | 6.1 | 6.3 |
| Electrical and Radio | 48 | 5.9 | 5.9 |
| Jewelry and Silverware | 10 | 5.7 | 5.7 |
| Food | 44 | 5.6 | 5.8 |
| Office Equip. and Supplies | 15 | 5.3 | 5.2 |
| Hardware | 19 | 4.7 | 4.4 |
| Travel and Trans'n. | 5 | 4.6 | 4.6 |
| Household Equip., other than electrical | 54 | 4.5 | 4.5 |
| Agricultural Equip. and Supplies | 15 | 4.1 | 4.0 |
| Clothing | 27 | 3.8 | 3.8 |
| Furniture | 17 | 3.7 | 3.9 |
| Automotive | 52 | 3.5 | 3.5 |
| Leather and Shoes | 19 | 3.2 | 3.1 |
| Textiles | 16 | 3.0 | 3.1 |
| Building Mat'ls, Constr. | 35 | 2.8 | 2.6 |
| Paper and Paper Products | 7 | 2.6 | 2.6 |
| Metal, Mach'y, etc. | 42 | 2.5 | 2.3 |
| Industrial | 26 | 2.3 | 2.0 |
| Financial and Insurance | 17 | 1.1 | 1.0 |

Succeeding charts in the report give breakdowns on administrative overhead expense and advertising production costs, media used in 1929 and 1930 and a charting of increased and decreased expenditures in media. Expenditures in each class of medium also are charted individually for each industrial grouping.

Albert E. Haase, managing director of the association, states in a foreword to the report that the study was not made for the purpose "of upholding any particular theory or arriving at any conclusions." The aim of the survey, it is explained, has been to gather and present facts in such a manner as to make them available as a possible standard of comparison in

connection with concrete situations.

The study was initiated, planned and directed by William A. Hart, director of advertising of E. I. du Pont de Nemours & Company, Inc., chairman of the committee in charge. Members of the committee are: Robert V. Beucus, Jergens-Woodbury Sales Corp.; A. N. Cook, Bigelow-Sanford Carpet Co.; C. L. Forgey, Berry Brothers, Inc.; C. C. Gray, B. F. Sturtevant Co.; Harold W. Harney, Dennison Manufacturing Co.; Shelby C. Jones, James S. Kirk & Co.; J. N. McDonald, Anaconda Copper Mining Co.; C. D. Proctor, Remington Rand Business Service Inc., and R. L. Twitchell, Carnegie Steel Company.

Copies of "The Advertising Budget" are available for purchase by non-members of the association. The price is \$10.

Life Insurance Sales for 1930

New ordinary life insurance sales for the year ended December 31, 1930 amounted to \$8,517,729,000, compared with sales of \$8,801,866,000 for 1929. This represents a decrease of only 3.2 per cent under 1929, when all previous records were surpassed. New ordinary life insurance sales for December, 1930 amounted to \$752,851,000, as against \$841,213,000 for the corresponding period of 1929, a decrease of 10.5 per cent.

These figures are based upon a report of the Association of Life Insurance Presidents and aggregate the business exclusive of revivals, increases or dividends, additions, of forty-four member companies, which have 82 per cent of the total volume of life insurance outstanding in all legal reserve companies.

Atlas Drop Forge to Phelps Agency

The Atlas Drop Forge Company, Lansing, Mich., manufacturer of crankshafts and other forgings, has appointed George Harrison Phelps, Inc., Detroit advertising agency, to direct its advertising account.

H. A. May Appointed by Westinghouse

Herbert A. May has been appointed assistant to the president of the Westinghouse Electric & Mfg. Company, East Pittsburgh, Pa. He will make his headquarters at Pittsburgh.

Appoints Earnshaw-Young

The Folger Coffee Company, San Francisco, has appointed Earnshaw-Young, Inc., Los Angeles advertising agency, to direct its new radio broadcast campaign.

Jan. 29, 1933

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Sells Product Without Profit to Keep Workers Employed

Why Hardman, Peck Decided to Sell for Six Days Any Piano It Makes without Profit

By Bernard A. Grimes

MANAGEMENT and its responsibilities to its employees is a popular subject of discussion today. To one factor in particular is a great deal of thought being given. That is: What is the obligation of the manufacturer to his employees that will afford them protection commensurate to that which is extended to capital, and plant investment?

Contemplation of this question, aside from its economic aspects, calls for a consideration of maintenance of the employee staff because of its value as a good-will asset. No little part of advertising appropriations has been spent to familiarize the public with the craftsmanship of employees, and any break-up of this craftsmanship is detrimental to the manufacturer just as would be the loss of valuable machinery. Not all management, however, is willing to sacrifice immediate profits for the benefit of its workers. Yet such an unselfish step may carry a rich return in hidden profits that do not make themselves apparent on the surface.

There is Hardman, Peck & Company whose experience testifies to the wisdom of going without profit in order that their employees may not be without work. This company has put into practice its decision to sell, for six days without profit, any piano it makes. Full-page newspaper advertising in New York, where it operates its own retail stores, broadcast this policy to the public.

"Their hands shall not be idle." Simply and compellingly, this headline tells the purpose of the advertisement set forth in the text as follows:

To music lovers; this is a great opportunity. To us, it is one of the most constructive moves we have

made in the 89 years of our history. There is sound reason behind it.

The men selling apples on the street are a symbol of present unemployment. Decreased working hours are, for the time, a general rule throughout the country.

We believe in facing the facts. Though we look forward confidently to a new prosperity for our business, our craftsmen are not now employed on full time.

These men, through the magic of their hands, have given, to dead metal and wood, a soul—the soul of the living Hardman tone. They have made the Hardman one of the five great pianos. To this work they have given twenty, thirty, even fifty years of their lives.

We cannot let their hands be idle. We will not take advantage of our financial security, and wait for business to revive. So that they may go on with their work, we will sell, without profit, the pianos they have created. Those who have always wanted to possess a fine piano may now have it easily and at small cost.

As the pianos now in our warehouses go to the homes for which they were made, our craftsmen can return to full employment and create new instruments.

We make this move, therefore, that our resolve—"Their Hands Shall Not Be Idle"—may become a reality.

When the company advertised that its pianos would be sold "absolutely without profit," it took every precaution to see that this promise was lived up to. The selling prices determined upon were cost plus distribution overhead, resulting in a sizable saving as an inducement to buy. And the public did buy. Sales for the six-day period ran, in units, to more than 10 per cent of the total units sold during the full year of 1930. Sales for January already set a record in the company's history. The number of people who dropped in at the company's retail stores jumped 600 per cent. Those who visited the stores were representative of the better class of people as differentiated from those who might be expected to respond to a sensational, jazzy,

piece of copy. Some of the company's retailers in other cities adopted the no profit plan, Hardman, Peck foregoing its profit also. Pianos were sold without a profit, but the advertisement is not without profit to the advertiser. The company reports that the advertisement has created these practical returns: It has encouraged the men in the factory and it has heartened the executives of the company who now have the assurance that these employees will not be thrown into unemployment.

"I wish you could be over at the factory," said Ashley Cone, president, four days after the appearance of the advertisement, "and see us at work full blast." Surplus stocks were moved and the men were creating new pianos with greater pride in their work, expressing their gratitude for the certainty of employment.

"Buy Now" campaigns, in the opinion of the company, lack the effectiveness of action on the part of sellers to meet their obligation to business improvement. The important thing is to keep workers at work. With the expiration of the advertised offer, the company expects sales to return to their usual volume.

Each purchaser of a piano during the six-day "without profit" sales period, received a letter from the company as follows:

My dear Mrs. Brown:

May I express my personal pleasure in the knowledge that one of the pianos made by Hardman craftsmen is now in your possession.

These men are proud of their craft, of the living tone they create, of the reputation they have made for the Hardman as one of the five great pianos in the world.

They are proudest of all that lovers of beauty like yourself find fulfillment in the beauty of tone their hands impart to wood, metal and strings.

I hope that you take the same pride in owning a piano these men made as they took in creating it.

You will enjoy it the more when I tell you that in buying it, you sent a master craftsman back to full employment, creating beauty.

ASHLEY CONE, President.

It is the purpose of this letter to emphasize again the workmanship that enters into the making of a Hardman piano and, moreover, to

remind the buyer that his purchase was a definite contribution to the stabilization of industry.

The simple solution of one's own problem, if acted upon by each individual, it is contended by a Hardman, Peck advertising executive, is bound to bring back prosperity for all. In this particular incident, the advertisement is expected to sell pianos for years to come, because it reflects the idealism of the advertiser in guarding the interests of the craftsmen whose work upholds the prestige of their employer.

Powder Puff Account to Dreher Agency

The Columbia Plush & Puff Company, New York, has appointed Monroe F. Dreher, Inc., Newark, N. J., advertising agency, to direct the advertising of its Blue Bird powder puffs. Magazines and direct mail will be used.

The advertising of the Betty Lou powder puff, also manufactured by the Columbia company, will continue to be handled by the Biow Company, Inc., New York advertising agency.

Appointed by Loudon Machinery Company

Roy Loudon, for the last thirteen years advertising manager of The Loudon Machinery Company, Fairfield, Iowa, has been made general supervisor of sales and advertising of both the farm and monorail divisions of the company. C. F. Goodman, for seven years assistant advertising manager, has been appointed advertising manager.

Death of J. D. Jernigan

Jules D. Jernigan, local advertising manager of the *Atlanta Journal*, died last week at Asheville, N. C., at the age of fifty-five. He had been local advertising manager for the last fifteen years and had been with the *Journal* for thirty-five years, having started as an office boy.

Toilet Products Account to Lasky

The Odell Company, Newark, N. J., toilet products, has appointed the Lasky Advertising Service, of that city, to direct its advertising account. Newspapers will be used in a campaign now planned.

Join Thurlow Agency

Elaine Westall Gould and Olive McGuire have joined the staff of the Thurlow Advertising Service, Inc., Boston. Mrs. Gould will be in charge of publications and radio programs. Miss McGuire will have charge of the sales department.

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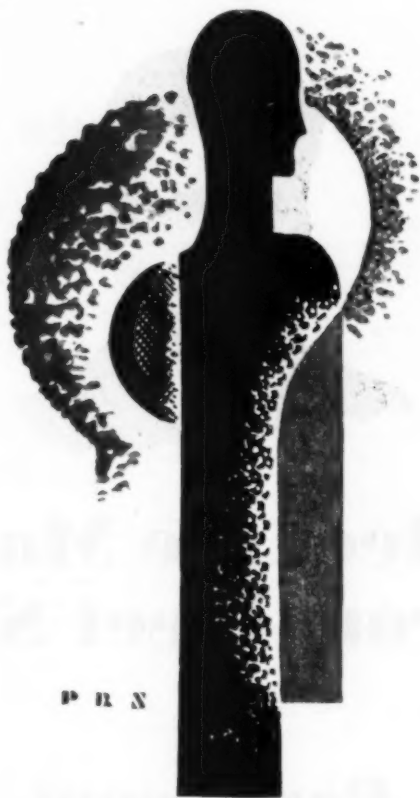
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QUALITY has a charm all its own. Quality is desired by all, claimed by many and realized by few. Quality is always comparative therefore varies according to our standards. It rarely results from accident and is achieved only through understanding, and by persistent efforts applied with unwavering fidelity to details. Quality is ideal and, exacts a full measure of tribute from all who worship at its shrine. Quality, like virtue, is frequently its own reward, which accounts for much that we see about us. It is not found on the bargain counter, because the demand for it exceeds the supply. Those who appreciate quality, search for it. They seek to buy—they do not have to be sold.

MCGRATH ENGRAVING CORPORATION

PHOTO ENGRAVERS « ELECTROLYTIC HALFTONES » 509 S. FRANKLIN ST., CHICAGO



Meet the Man from Fleet St.

at

**Paramount
Building,
Broadway,
N.Y.**

★ F. J. McGLOIN, *Managing Director, Imperial Advertising Agency, London, Glasgow, Paris, Berlin, etc.*

I shall arrive...

50 MILLION

PEOPLE IN
AREA LESS THAN
CALIFORNIA . . .

SPENDING
THOUSANDS OF
MILLIONS OF
DOLLARS
ANNUALLY

THE FURTHEST
POINTS OF THIS
MARKET CAN BE
REACHED FROM
A CENTRE BY
RAIL WITHIN
12 HOURS

ASK F. J. MCGLOIN
TO TELL YOU
MORE OF THE
ENGLAND OF
TO-DAY, AND
SCOTLAND,
WALES,
IRISH FREE STATE
AND NORTHERN
IRELAND

I shall arrive in New York by the Majestic on Tuesday 27th January. My stay will be just as long as will be necessary but I hope to be leaving again for London about the third week in February.

If you are interested in a market of almost 50 million people—10 million families—I shall be happy to tell you quite a lot about it.

One million of these families possess automobiles. 750,000 possess motor cycles. Three million families possess radio.

In one year this market imports goods worth over 6 thousand million dollars.

The bank clearances last year were over 200 thousand million dollars.

In the same period we imported 2 thousand million dollars worth of foodstuffs but only 7% from America.

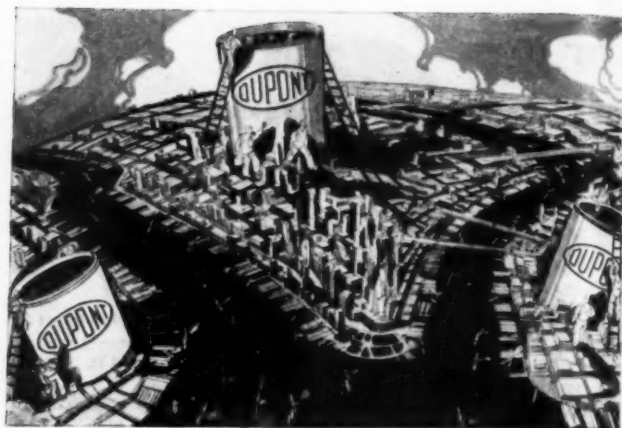
In 1930 we erected 250 thousand homes. Building is still going on in all districts.

There are in this market 179 thousand miles of good roads and 20 thousand miles of railways.

We need tens of thousands more miles of good roads.

All of this market can be reached from the centre of England within 12 hours by rail.

If you are interested in such a market I shall be glad to hear from you if you will get into touch with me at the office of my friend Mr. Jos. A. Hanff, President, Hanff-Metzger Inc. Advertising, Paramount Building, Broadway, 43rd and 44th Streets, New York.



How BUSH distribution puts DU PONT PAINT all over NEW YORK

COLORS, kinds and sizes present a problem in the distribution of Du Pont Paints and Duco in New York. Thin, representative stocks force faster turnover for retailers when the fill-in service is quick and sure. When stock needs replenishing, then comes Bush distribution.

Du Pont has learned that distribution of merchandise is a sales factor rather than a traffic problem. Du Pont has learned that Bush Terminal is an economical factor in distributing their paints to the New York market.

Many leading manufacturers save up to 50% on distribution costs by using Bush distribution. The list of manufacturers using the various facilities of Bush Terminal is a "Who's Who" in modern selling practices. They employed these facilities on definite

facts and figures. They continue to employ them because the facts and figures have proved to be correct.

This "industrial apartment house" provides manufacturing facilities in addition to distribution efficiency. Eight enormous ocean steamship piers; miles of railway sidings; massive warehouses and manufacturing units; 10,000,000 square feet of floor space; cold storage, power, steam and heat in any quantity.

Let us quote facts and figures based on a survey of your requirements.

Descriptive literature on manufacturing and distribution will be mailed you. Specific questions will be answered in full by expert service men who are equipped to make exact proposals after close study and analysis of existing conditions.

BUSH TERMINAL COMPANY

Metropolitan facilities for DISTRIBUTION WAREHOUSING AND MANUFACTURING

Executive Offices: 100 Broad Street, Dept. P, New York
Piers, Sidings, Warehouses, Depot and Manufacturing Lofts on New York Bay

FOREIGN DISTRIBUTION—BUSH SERVICE CORPORATION



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Uncle Sam Defines Bread

The Food Standards Committee Also Proposes a Definition for Tomato Juice

[EDITORIAL NOTE: The following bulletin was issued on January 21 by the Commercial Department of the National Better Business Bureau, Inc.]

WASHINGTON, D. C., January 8, 1931 (U. S. D. of A.)—The Food Standards Committee, consisting of representatives of the Association of Official Agricultural Chemists, the Association of Dairy, Food and Drug Officials, and of the U. S. Department of Agriculture, has proposed definitions for two products hitherto not defined, whole wheat bread and tomato juice, and has suggested a revised and amended definition for sorghum sirup. W. S. Frisbie, of the Federal Food and Drug Administration, and Chairman of the Committee, has announced. The Committee has also proposed revisions of the existing definitions for white bread, milk bread, raisin bread, rye bread, and Boston brown bread. In the bread schedule, the revisions involve no material change except in the definition for milk bread and Boston brown bread, Mr. Frisbie states.

The Committee invites criticisms and suggestions from food officials, the trade, consumers, and all others interested, regarding the proposed definitions. Communications should be addressed to A. S. Mitchell, Secretary, Food Standards Committee, Food and Drug Administration, Washington, D. C., and should reach him not later than March 31, 1931.

The proposed definitions follow: *White bread* is the product, in the form of loaves or smaller units, obtained by baking a leavened and kneaded mixture of flour, potable water, edible fat or oil, sugar and/or other fermentable carbohydrate substance, salt, and yeast; with or without the addition of milk or a milk product, of diastatic and/or proteolytic ferments, and of such limited amounts of unobjectionable salts as serve solely as yeast nutrients. The flour ingredient may include not more

than 3 per cent of other edible farinaceous substance. White bread contains, one hour or more after baking, not more than 38 per cent of moisture. The name "bread" unqualified is commonly understood to mean white bread.

Whole wheat bread, entire wheat bread, graham bread, is the product in the form of loaves or smaller units, obtained by baking a leavened and kneaded mixture of whole wheat flour, potable water, edible fat or oil, sugar and/or other fermentable carbohydrate substance, salt, and yeast; with or without the addition of milk or a milk product, of diastatic and/or proteolytic ferments, and of such limited amounts of unobjectionable salts as serve solely as yeast nutrients. It contains, one hour or more after baking, not more than 38 per cent of moisture.

Milk bread is the product, in the form of loaves or smaller units, obtained by baking a leavened and kneaded mixture of flour, milk or its equivalent, edible fat or oil, sugar and/or other fermentable carbohydrate substance, salt and yeast; with or without the addition of diastatic and/or proteolytic ferments, and of such limited amounts of unobjectionable salts as serve solely as yeast nutrients. The flour ingredient may include not more than 3 per cent of other edible farinaceous substance. The milk may be replaced in whole or in part by its equivalent in whole milk solids and potable water in the proportions normal to milk. Milk bread contains, one hour or more after baking, not more than 38 per cent of moisture.

Raisin bread is the product, in the form of loaves or smaller units, obtained by baking a leavened and kneaded mixture of flour, potable water, edible fat or oil, sugar and/or other fermentable carbohydrate substance, salt, and yeast; with the addition of raisins, with or without the addition of milk or a milk product of diastatic and/or proteolytic ferments, and of such

limited amounts of unobjectionable salts as serve solely as yeast nutrients. The flour ingredient may include not more than 3 per cent of other edible farinaceous substance. The finished product contains not less than three ounces of raisins to the pound.

Rye bread is the product, in the form of loaves or smaller units, obtained by baking a leavened and kneaded mixture of rye flour, or of rye flour and wheat flour, with potable water, edible fat or oil, sugar and/or other fermentable carbohydrate substance, salt, and yeast; with or without the addition of milk or a milk product, of diastatic and/or proteolytic ferments, and of such limited amounts of unobjectionable salts as serve solely as yeast nutrients. The total flour ingredient, of which rye flour constitutes not less than one-third, may include not more than 3 per cent of other edible farinaceous substance. Rye bread contains, one hour or more after baking, not more than 38 per cent of moisture.

Boston brown bread is the product, commonly in the form of cylindrical loaves, obtained by steaming or baking a leavened mixture of rye flour or meal, corn meal, and a wheat flour, with molasses, salt, milk, or a milk product, with or without potable water and with or without raisins. Leavening is commonly effected through the use of baking powder, or of sodium bicarbonate and sour milk.

Tomato juice is the clean, sound product consisting of the juice and pulp of raw or cooked ripe tomatoes from which the skins, seeds and cores have been removed.

Sorghum sirup is the sirup obtained by the clarification and concentration of the juice of the sugar sorghum and contains not more than 30 per cent of water, nor more than 6.25 per cent of ash calculated on a dry basis.

Gunnison Agency Elects H. M. Rockwell

Homer M. Rockwell, for the last eight years a member of the staff of Stanley E. Gunnison, Inc., New York advertising agency, has been elected vice-president of that company.

"Brass Tacks"

THE FOXBORO COMPANY
FOXBORO, MASS.

Editor of PRINTERS' INK:

I have a strange request to make which maybe you will be able to grant. Do you know or can you tell me where I can find out the origin of the phrase "Getting down to brass tacks?" So far this has stumped me. Several people have had wild ideas but no one seems to know. Will you please let me know, as soon as possible, whether you can do this favor?

JAMES THOMAS CHIRURG,
Publicity Department.

THIS phrase goes back to the days of the dry-goods counter, when the ribbon or fabric salesman used the distance from his nose to the end of his outstretched right arm as the measurement of a yard. The crude terminology of that unit of measure was known as "smelling a yard."

The story is that a Pennsylvania Dutchman in the vicinity of Lancaster awoke to the fact that a long-nosed clerk with a short arm was a real asset to the dry-goods counter. It was this remarkable discovery that led to the nailing of a yardstick on the counter where each particular inch could be seen by the purchaser of a quarter, half or whole yard of pink ribbon.

The yardstick proved cumbersome and awkward at best. In time it was replaced by a row of brass tacks nailed into the counter measuring one yard and fractions thereof. It was divided at six-inch intervals.

Upon the adoption of this method of measurement, any absent-minded clerk who so far forgot himself as to undertake to "smell a yard" with that brilliant display under his nose, was halted in no uncertain terms and adjured to "get down to brass tacks."—[Ed. PRINTERS' INK.]

Heads Ontario Newspaper Group

Allan Holmes, of the Galt Reporter, has been elected president of the Ontario Associated Dailies. Howard Fleming, of the Owen Sound Sun-Times, has been made vice-president. C. D. Dingman, of the Stratford Beacon-Herald, was re-elected secretary-treasurer.

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After four consecutive years in the enviable position of the country's second largest six-day newspaper the NEWARK EVENING NEWS has achieved supremacy! It has conclusively proven its claim that the NEWARK market IS a great market; and simultaneously, that the NEWARK EVENING NEWS is the dominant sales influence in this great market.

In a year like 1930—dramatic, significant, even hectic—when advertising dollars were compelled to produce sales, manufacturers selected the NEWARK market because of its impregnability to business retarding influences. The NEWARK EVENING NEWS was chosen because it is the ONE medium that SELLS this great, growing retail area. These factors, combined, have produced a new leader for the country's six-day advertising media.

EUGENE W. FARRELL
Business & Advertising Mgr.

O'MARA & ORMSBEE
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

Newark Evening News

215-221 Market Street
Newark, New Jersey

total
advertising

published during 1930

19,305,493

agate lines

1930 average net

circulation

157,916

copies daily

a gain of

7765

copies daily
over 1929

Two Agencies and a Publisher Sign Trade Commission Stipulations

THE Federal Trade Commission has announced that an advertising agency has signed a stipulation agreeing to abide by the terms of any order the Commission might issue against one of its clients.

In accordance with the usual procedure followed by the Commission in announcing settlement by stipulation, no names are mentioned in the Commission's statement. The statement, itself, reads as follows:

"An advertising agency which prepares advertising copy for publication in periodicals of general circulation signed a stipulation with the Federal Trade Commission agreeing to observe the terms of any cease and desist order that may be issued by the Commission against the vendor of an alleged cure for asthma, against whom an informal proceeding has been instituted before the Federal Trade Commission.

"Having formerly published advertisements of the so-called cure, the agency agrees not to insert further copy concerning the subject that contains representations declared by the Commission to be false and misleading.

"This agreement is made pending final disposition of the proceeding before the Commission in the case of this vendor, and is based on the condition that the Commission will not make the advertising agency a party defendant or co-respondent in the proceeding.

"The vendor is charged with making false and misleading statements concerning his alleged cure which have the tendency of deceiving the public into buying his product instead of others that may be offered for sale under truthful representations."

In January 27 the Commission announced that another advertising agency had agreed by stipulation that it will observe and abide by the provisions of any cease and desist order that may be issued against a client of the agency. This

client has been advertising an instrument to detect minerals in the earth and a book entitled "What Happens Upon Death."

On the same day the Commission made it known that a publisher had signed a stipulation. The publisher agreed not to violate the provisions of any cease and desist order issued against the vendor-advertiser of a hair-growing compound and a hair treatment.

In the two cases last mentioned, as in the first, the stipulations were signed with the understanding that those who signed would not be made a co-respondent or party defendant in any future action against the advertisers undertaken by the Commission.

To Give Course in Industrial Advertising

A course in industrial and trade advertising will be given again this year by Ray O'Connell, of The Carter Advertising Agency, New York. The classes, which will start on the evening of February 9, will be held at the University Square division of New York University.

Rice-O'Neill Shoe to Yost Agency

The Rice-O'Neill Shoe Company, St. Louis, has appointed the Yost Advertising Company, of that city, to direct its advertising account. Trade publications, direct-mail and women's magazines will be used.

Joins "Investment Banking"

Richard W. Sanders, formerly with *The Chicagoan*, Chicago, and *Polo*, New York, has joined *Investment Banking*, Chicago, published by the Investment Bankers Association of America, as advertising representative.

Appoints Cockfield, Brown

The Macmillan Publishing Company, Ltd., Toronto, has appointed the office at that city of Cockfield, Brown & Company, Ltd., Montreal advertising agency, to direct its advertising account.

With Emerson B. Knight, Inc.

John I. Maitland, recently local advertising manager of the *Detroit Times*, has joined the sales staff of Emerson B. Knight, Inc., Indianapolis.

Starts Own Business at Fresno

Jess C. Brown, formerly advertising manager of E. Gottschalk & Company, Fresno, Calif., has started his own advertising business at that city.

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Check Your Own Advertising Efforts against these prize-winning advertisements and campaigns

HERE is the official account of the Harvard Advertising Awards for the year 1929—reproducing 153 prize-winning advertisements voted most effective in copy, illustration, display line, or typography.



Harvard Advertising Awards—1929

Published for the Graduate
School of Business Adminis-
tration, Harvard University



110 pages, 9 x 11, 153 advertisements reproduced, \$2.50

THIS volume following closely the publication of *The First Five Years—Harvard Advertising Awards* carries forward the plan of making generally available a reproduction and interpretation of those advertisements and advertising campaigns regarded by juries for the Harvard Advertising Awards as most distinguished among those coming under their consideration.

PRIZE-WINNING individual advertisements noteworthy for effective use of text, of illustration, of display line, and of typography are shown in full page. Selected advertisements illustrate the campaign awards.

EVERYONE who plans, prepares, or pays for advertising will find this new book an authoritative yardstick for appraising his own advertising efforts. Moreover, it will serve as a reliable guide to the trends and characteristics of current advertising.

—McGraw-Hill FREE EXAMINATION Coupon—

McGraw-Hill Book Company, Inc., 370 Seventh Ave., New York

Send me postpaid for 10 days' free examination:

- ☐ Harvard Advertising Awards—1929, \$2.50
☐ Harvard Advertising Awards—1924-1928, \$2.50

Within 10 days after receipt I agree to remit for the books or return them postpaid.

Name.....

Home Address.....

City and State.....

Position.....Firm.....

(Books on approval in U. S. and Canada only)

P. I. 1-29-31



GUARANTEED CIRCULATION

Hundreds of theatres in all parts of the country now employ us to represent them directly, for booking full length one reel advertising sound pictures of all producers.

Complete production service,
talent and facilities for
advertisers having no pictures.

ORDERS ACCEPTED THROUGH ADVERTISING AGENCIES ONLY

SCREEN SPECIAL AGENCY

Division of General Business Films, Inc.

FRANCIS LAWTON, Jr., President

415 Lexington Ave., New York VAnDerbilt 3-6795

Should List Prices Be Included in the Machinery Catalog?

PHILADELPHIA

Editor of PRINTERS' INK:

We would appreciate your referring us to any articles that have appeared in the PRINTERS' INK Publications pertaining to the inclusion of either list or net prices in the catalogs issued by heavy machinery manufacturers.

We have had numerous discussions in the preparation of a new catalog as to whether or not we should include prices in some form or other and while there seem to be many advantages there also seem to be many objectionable features and we wonder what the experience of other heavy machinery manufacturers selling to a very thin market has been.

Sales Manager.

IT may well be that localized circumstances may justify the use of list prices (our correspondent speaks also of net prices, but he certainly cannot be seriously thinking of including them) in the machinery catalog. But in the majority of cases it would seem advisable not to quote prices directly in a catalog of heavy machinery.

A catalog of this kind is usually a rather expensive affair, necessitating the use of high-grade artwork, engraving and printing. This being so, it cannot be reprinted at frequent intervals; its life is for one year or perhaps two, or even four years. The merchandise being staple, the catalog can be totally different from one featuring seasonable goods.

But while the merchandise is staple, the prices usually are not; they necessarily have to vary in accordance with marketing conditions, supply and demand and other factors. Consequently they can be of little value as a direct aid to selling unless the catalog can be issued frequently enough to keep them thoroughly up to date.

In the unlikely event that a careful analysis of present and prospective conditions would justify the issuance of a machinery catalog at frequent intervals, the manufacturer could have on the first page or cover a notation to the effect that the prices therein were guar-

anteed until a certain date—the date being the time for the new catalog to come out.

But the prices should be guaranteed; otherwise they are useless.

They should be guaranteed during the entire life of the catalog. The catalog is the company's representative, presumably accredited and authoritative, and the company should be prepared to make good on what it says.

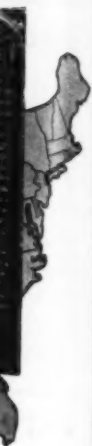
Our correspondent's evident wish to print prices in his catalog in direct connection with the pictures and descriptions of his merchandise is probably based on a belief that such action, if practicable, would simplify selling. But this is not necessarily true.

A prospect may go through the catalog and see something he likes, read the description of it, and become enthusiastic. Then he may see the price and decide immediately that he can't afford it. The company that issued the catalog never knows that this man liked that particular piece of machinery. Because the price seemed high—although actually it might be low when certain things are taken into consideration—a possible sale is lost. The inclusion of the price in the catalog, in such an instance, would prevent the company from going into a huddle with the prospect and showing him that he could afford the machine regardless of the price.

There are many other good reasons why most industrial advertisers have found that the best policy is to omit the price from the catalog. There are, however, some who do include the price and do it without reprinting the entire catalog every time there is a change in price.

The catalog, let us say, is intended to last a year or two years. The main part of the book is printed up in quantities calculated to cover all advertising needs during that period. When it is first mailed, it includes a section giving list prices on all the items advertised, the proper connection being made through stock letters and numbers.

Should the market fluctuate later to an extent that puts many of



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the quoted list prices out of date, the company then prints a new list price insert and makes up a new catalog by binding it in with the other sheets which it has had printed in quantities at the beginning.

Or it is possible to send out copies of the new insert to its customers, notifying them that these prices supplant the old.

In case conditions are such as to make unjustifiable the printing of the main pages of the catalog in quantities and holding them over in the manner suggested, the book may be printed entirely new by use of the old plates. The price quotations being taken care of on the insert, new plates need not be made and thus considerable expense is avoided.

This plan would not work everywhere, but there are some manufacturers who can use it with good results.

However, considering the whole field of machinery catalogs from a general standpoint, it is our conviction that list prices—prices of any kind—do not belong in them. —[Ed. PRINTERS' INK.]

Toronto Photo-Engravers Merge

Rapid Grip, Ltd., and Batten, Ltd., both of Toronto, have consolidated and will be known hereafter as Rapid Grip and Batten, Ltd. Both companies maintain units in a number of Canadian cities and engage in art work, photography, photo-engraving, electrotyping and stereotyping. J. C. Palmer is president of the new company. A. C. Batten and C. J. Hirt are vice-presidents.

H. L. Caravati Joins Richmond Agency

Henry L. Caravati, recently sales manager of Mrs. E. G. Kidd, Inc., manufacturer of Pin Money Pickles, has joined Advertising, Incorporated, Richmond, Va., as vice-president and account executive. He was also formerly with the Virginia State Chamber of Commerce and the Detroit Board of Commerce.

Joins Art Printing Plate Company

L. Ristitch, formerly production manager of The Fred M. Randall Company, Detroit advertising agency, has been appointed Cleveland representative of the Art Printing Plate Company, Detroit.

J. J. Veth with "Bronx Home News"

J. J. Veth, formerly with the media and plans department of The Erickson Company, now McCann-Erickson, Inc., New York advertising agency, has joined the national advertising staff of the *Bronx Home News*, New York. He was also, at one time, general manager of the Wales Advertising Company, Inc., New York, and, before that, was with Hanft-Metzger, Inc., also of that city.

International Printing Ink Appoints Blackman

The International Printing Ink Corporation, New York, successor to Ash & Wiborg, Queen City Printing Ink Company, and Phillip Ruxton, Inc., has appointed The Blackman Company as its advertising agency.

N. F. Ludford with International Milling

Norman F. Ludford, formerly assistant advertising manager of The Northwest Bancorporation, Minneapolis, has been appointed assistant advertising manager of the International Milling Company, also of that city.

Coal Group Appoints Emery Agency

The Arkansas Anthracite Producers Association, St. Louis, has placed its advertising account with the Emery Advertising Company of St. Louis. Newspapers and radio will be used.

Columbus Show Case to Robbins & Pearson

The Columbus Show Case Company, Columbus, Ohio, has appointed The Robbins & Pearson Company, advertising agency of that city, to direct its advertising account.

St. Louis Meat Packer Appoints Britt-Gibbs

The Krey Packing Company, St. Louis, packer of sausage, hams and bacon, has appointed the Britt-Gibbs Company, St. Louis, as advertising counsellor.

F. W. Adams Has Own Business

Floyd W. Adams has started an advertising business under his own name, with offices in the General Motors Building, Detroit.

With Boston Agency

L. T. K. Griswold has joined Ingalls Advertising, Boston advertising agency, as a member of the sales department.

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SALES PRODUCING LITHOGRAP
ADVERTISING CUTOUTS
STREAMERS
BLOTTERS
NSF

Did You Ever Have A "Shiner"?

Did you ever get your eye in the way of something coming in the opposite direction? You stopped—then came the vivid coloring. In advertising it's reversed. First comes the color—then you stop. Advertising that stops one—sells one. For eye-arresting color work—in a label or a large display—

Use Lithography

RODE & BRAND

Lithographic Advertising
200 William Street, New York City
ESTABLISHED 52 YEARS

Chrysler Wins Plymouth Trade-Mark Case

A MARK that consists merely of a geographical name or term may not be registered—that is elementary legal doctrine.

"Plymouth" is the name of a city in England. It is also the name of a large number of other municipalities and post offices. Therefore, it follows that Plymouth may not be registered as a trade-mark at the Patent Office.

So, in any event, ruled the Patent Office, when the Plymouth Motor Corporation, Chrysler subsidiary, applied for registration of a mark which comprises a picture of a sailing vessel on the sea and the words "Chrysler Plymouth."

But the Court of Customs and Patent Appeals, which during its brief history has shown a highly commendable tendency to liberalize the interpretation of trade-mark law, over-ruled the Patent Office. It decided that Plymouth could be registered and, in doing so, it holds out promise of registration to many other owners of geographical trade-marks.

Said the court: Chrysler insists that the word Plymouth has ceased to have a merely geographical meaning; that it brings to mind the Pilgrims, and such qualities as endurance, strength, honesty, etc. It was these qualities, Chrysler declared, that it wanted its trade-mark to emphasize and that is why it chose the word Plymouth. It has no reason, it declared, to want to use the word for its geographical associations—so far as the company was concerned, these geographical associations do not exist.

Section 5 of the Trade-Mark Registration Act, continued the court, provides: "That no mark which consists merely in . . . a geographical name or term, shall be registered under the terms of this act." The question now is, the court declared: What did Congress have in mind when it wrote the word "merely" into that section of the act?

The decision then gives dictio-

ary interpretations of the word and concludes that, as applied to geographical marks, it meant *marks that are nothing more than geographical*. It is well settled, declared the court, that a geographic name can, and frequently does, acquire a meaning that causes it to become something other than merely geographic, or solely geographic, or only geographic.

"The applicant in the instant case," said the court, "is not located at Plymouth, but in the City of Detroit. There is no reason to suppose that the word has any location significance as used by it. It is proposed to register the word not alone, but in combination with 'Chrysler' and a drawing of a sea-going vessel.

"We think the notation, as a whole, comprises a designation not merely geographic, and that appellant is entitled to the registration sought.

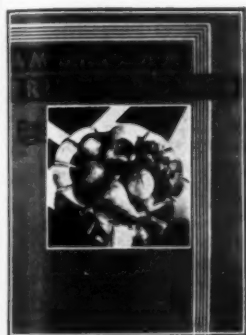
"We think the decision may properly rest upon the fact that, by using the adverb 'merely,' Congress intended to, and did, follow the common law principle that there are circumstances under which a geographic name or term, may come to have a meaning other than one merely geographic, and that, where such is true, the word, so recognized or recognizable, at common law, should not be excluded from registration."

Advertises Against Pessimism

The Philadelphia Business Progress Association has started an advertising campaign, using thirty-nine newspapers in the United States, in a campaign against pessimism and business depression. The copy points out the optimistic side of the present situation and attempts to appeal to the reason of Americans generally, as well as business associations and civic societies. It urges these organizations, business firms and individuals to start campaigns at once in their communities, by advertising or personal contact, to overcome prevalent pessimism.

In the list published in *PRINTERS' INK* of January 22, of 150 leading magazine advertisers, as issued by the Denney Publishing Company, the expenditure of The U. S. Gutta Percha Paint Company was included as part of the Sherwin-Williams group. The Gutta Percha company is an independent business and has no connection with Sherwin-Williams.

THE ONLY national farm paper !



AERICAN FRUIT GROWER
was the only farm paper
of national distribution mak-
ing an advertising lineage
gain in 1930 over 1929—

Based on figures released by
Standard Farm Papers, Inc.

AERICAN FRUIT GROWER editorially is devoted to the
most prosperous division of the Agricultural Field—The
money return per acre is greater than any other branch of agri-
culture.

FRUIT GROWERS HAVE MONEY TO SPEND IN 1931

Many manufacturers took advantage of the sales opportunity in
this field during 1930—Other manufacturers can also profit in
1931 by including this important market in their sales plan.

**A NATIONAL CIRCULATION
OF 250,000 (A.B.C.)**

to a reader following that is supplying the nation's ever increasing
demand for fruit.

AMERICAN FRUIT GROWER
53 W. JACKSON BLVD.
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Who will lose the battle of the brands?

Here are the latest facts regarding the competition between the national brand and the private brand.

Out of a tangled thicket of contradictory opinions comes a clear explanation of this subject.

The facts are found in an article by V. H. Pelz, of the American Institute of Food Distribution. It will be run in two parts, with the first instalment in the February issue of PRINTERS' INK MONTHLY, out February 1.

The one big point in these findings is that *only certain classes of manufacturers need fear the competition of the private brand.* This fact will assuredly be of interest to the national advertiser particularly, the chain store man, the agency man.

Here is your opportunity to really understand, should you be on the outside, what the so-called "private brand" menace is all about.

PRINTERS' INK MONTHLY

185 Madison Avenue

New York City

A Banking Group Extends Its Services to Market Analysis

Marine Midland Prepares Detailed Survey of New York State Market for Depositors and Prospects

THE last decade has seen a sharp revision in the old picture of the banker as a grim watchdog, seeking always to curb expenditure rather than to encourage it wisely. Of course, the banker was never anywhere nearly so grim a figure as he was painted and the rapid growth of American industry is a tribute, in many instances, to the courage of far-seeing bankers.

The fact remains, however, that banks were slow to see their opportunity in its fullest possibilities. Often they were skeptical of advertising. Frequently they did not have a proper understanding of the fundamentals of sales analysis. This has been changed to a marked degree. Perhaps the most marked evidence of this change is to be found in a book recently issued by the Marine Midland Group, Inc., operating sixteen banks in fourteen New York State cities.

The title of the book is, "Profitable Selling in America's Greatest Market." Such a title, of course, could mean almost anything from a four-page leaflet to an exhaustive study of the market possibilities of New York State. The Marine Midland book happens to be the latter. In the preface the group says: "One of the primary policies of all Marine Midland banks is to be of utmost business assistance to their customers. This book is a partial expression of this policy."

The book opens with a brief general description of the New York State market. Its importance is emphasized and the group's place in this market is outlined.

Next come a half dozen pages which are really elementary lessons in methods of market analysis. A simple system of measuring sales opportunity is outlined, which shows the manufacturer how he can arrive at an index figure which will show him whether or not he is getting his proper proportion of sales from the entire market or

from any particular area in that market. To make the explanation even clearer, five typical instances are cited of the application of this type of sales yardstick.

The book then goes into specific analyses of the various marketing areas served by the banks. Each area is determined by the counties which logically look to a single center for their banking facilities, jobbing supplies, etc.

The treatment of the Albany-Troy area is typical of the method used in picturing the other marketing areas of the State. First, there is a map of the counties in this area, each county colored according to its population group. Beside the map are several paragraphs of copy very briefly telling some of the essential facts about the area.

On the facing page is a graphic chart, in color, picturing sales opportunity. This is divided into four groups of products: those everybody buys (measured by total money spent by consumer), those everybody buys (measured by population), those bought by industry, and those bought by the farm. Below these is a table picturing the distribution of sales opportunity by counties. This is divided into consumer market, industrial market and farm market and shows by figures sales opportunity in relation to the area and in relation to the United States.

Following a series of spreads which deal with each area there is a tabulation of the market, again divided into areas, but broken down into counties and cities. This tabulation gives population, families, dwellings, telephones, car registrations, and consumer sales opportunity. There is also a detailed listing of wholesale and retail outlets.

The later pages of the book are taken up with a listing of the directors of the various banks in the groups and also their many busi-

ness connections. Following this is an alphabetical list of the companies with which the various directors are connected in some capacity.

Obviously, a detailed market analysis of this kind would have seemed a radical extension of a bank's service if viewed with the eyes of the banker of thirty years ago. The Marine Midland group, however, believes that it is a logical outgrowth of the modern bank's idea of the service it owes its depositors.

Such a book, of course, is not for indiscriminate distribution. Later this year the group plans to feature it in advertising but there will be no use of coupons and every effort will be made to stress the book's importance to the large depositor and to encourage inquiries from the highest type of prospect.

In presenting its books to its depositors, the group plans to do a great deal of personal work on the part of bank executives. Once these executives are thoroughly familiar with the book's contents and understand how it should be presented they will approach depositors and prospects on the basis that the executive wishes to make a personal presentation of information of real importance to any business house doing any considerable volume of business in New York State.

There are, of course, a number of logical prospects whose headquarters are to be found outside of New York State. When inquiries develop from these prospects the group plans to make its presentation by an executive of one of the banks in the group, provided, of course, the size of the prospective account warrants the effort.

B. J. Grigsby Heads Grigsby-Grunow

B. J. Grigsby has been made president of the Grigsby-Grunow Company, Chicago, and of the Majestic Household Utility Corporation, an associate company. In both positions he succeeds W. C. Grunow. Don M. Compton has been made vice-president and treasurer of the two companies and Vernon A. Callamore has been appointed sales manager. Albert O. Weiland is now production manager of the two concerns.

Death of I. E. Emerson

Isaac E. Emerson, founder of the Emerson Drug Company, Baltimore, manufacturer of Bromo Seltzer and other drug products, died on January 23 at his home in the Green Spring Valley. Mr. Emerson, who was seventy-one years old at the time of his death, started his business career at Baltimore in 1880 when he opened a small drug store at that city. This business grew into a chain of three drug stores and, when he acquired the formula for Bromo Seltzer, he used this product to fill the needs of his customers. The demand for Bromo Seltzer grew so rapidly, however, that he saw the possibility of marketing it on a larger scale. He soon gave up his drug store business to enter the manufacturing field, forming the Emerson Drug Company.

In developing his drug manufacturing business he was one of the pioneer business men of the country who recognized the importance of advertising. His products, including Bromo Seltzer, were widely advertised throughout the world in many different languages. As he expanded his business Mr. Emerson formed an organization of the men who had been with him from the start so that, eventually, he was able to devote much of his time to recreation and travel. He lived to see his manufacturing business, which started in his small group of drug stores, develop into a business whose offices are housed in the Emerson Building at Baltimore, on top of which stands a huge replica of a bottle of Bromo Seltzer.

Newport News "Daily Press" Elects Officers

Raymond B. Bottom has been elected president and business manager of the Newport News, Va., Daily Press, Inc., publisher of the Newport News Daily Press and Times-Herald. He succeeds L. E. Pugh. Dr. H. L. Collier has been re-elected vice-president and Lewis T. Jester has been re-elected editor and secretary. S. P. Hoyle has been elected treasurer. Mr. Bottom, Dr. Collier, Mr. Jester and Harry H. Holt have been elected directors.

Mr. Bottom and W. E. Rouse have acquired Mr. Pugh's stock in the Daily Press and Times-Herald.

Food Products Account to Brisacher

Scudder Food Products, Inc., Los Angeles and Oakland, Calif., manufacturer of Mayflower and Bluebird potato chips, has appointed the Los Angeles office of Emil Brisacher & Staff, advertising agency, to direct its advertising account. Newspaper, outdoor and radio advertising will be used.

New Accounts to Geyer Agency

The Fyr-Fyter Company, Dayton, Ohio, and the Tyler Manufacturing Company, Muncie, Ind., have appointed The Geyer Company, Dayton advertising agency, to direct their advertising accounts.

Jan. 29, 1931

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Are Manufacturers Liable When Their Products Harm Consumers?

A Court Decision in a Case in Which a Consumer Sued a Paint Manufacturer for Damages That He Claimed Were Sustained While Using the Producer's Paint

THE more prominent a manufacturer becomes through advertising, the more likely is he to be selected as a potential victim by certain individuals who realize that advertisers dislike the publicity attendant upon cases in which the advertiser's product is alleged to have harmed a consumer.

There are few manufacturers with a national reputation who are not constantly being threatened with suits of this sort. Food producers, in particular, must contend with this problem. There probably is not a food organization of any prominence that has not been threatened with suit because a complaining consumer claimed that he or she had found a nail or some glass in the product.

Because some manufacturers feel they would rather pay claims of this sort with only a perfunctory investigation, rather than risk the publicity of a court trial, and because certain individuals are well aware of this policy, the matter long ago assumed the proportion of a racket. Within recent years, however, courageous manufacturers here and there have decided to bring the nuisance to an end. When a manufacturer decides to fight the thing through to a finish, the first question that occurs to him is: What are my legal rights?

The question was excellently answered in a decision handed down on January 13 by the United States District Court, S. D., New York. (L. No. 48/368). The opinion of the court was read by District Judge Woolsey. Involved in the case were Israel Schfranck v. Benjamin Moore & Company. By way of parenthetical remark, it should be said that the good faith of the complaining consumer was not a point at issue. The case was tried entirely on the legal merits of the complaint itself.

Israel Schfranck sued Benjamin Moore & Company, paint manu-

facturers, charging that he had been harmed while using the company's product. The company moved to dismiss the complaint and its motion was granted.

Said Judge Woolsey: "This extremely interesting motion involves a question which, in one form or another, has often been before the courts; namely, the liability of a manufacturer of a commodity or a machine to an ultimate user thereof who has purchased the thing in question from a retail dealer" and who "has suffered injury due to a defect in the manufactured article."

These were the facts:

Benjamin Moore & Company sold to dealers, for resale to painters and decorators, a paint product called Muresco. Israel Schfranck bought a package of the product from a retailer. While in the act of pouring out some of the powder from the package, he put his hand in the carton for the purpose of stirring the contents. This, he asserted, is the ordinary and normal method followed to enable the user of the product properly to manipulate it. While stirring the contents of the package, he charged, his hand was cut by some glass which had become mixed with the Muresco powder.

Schfranck contended that the injury he sustained was due to the negligence of the manufacturer in that the company did not properly inspect the powder before it was put up in sealed packages. He stated that he had suffered a loss of certain parts of his hand and sued for the sum of \$75,000.

"I have given the interesting question here involved," said Judge Woolsey, "most careful consideration." As a result of this study of various cases, said the judge, he came to the conclusion that the case rested on this one point:

Would the probable normal and appropriate use to which the thing

in question is intended by the manufacturer to be put involve injury to its user, if it is wrongfully compounded or negligently inspected?

"The manufacturer," said Judge Woolsey, "is properly held to a duty to foresee the probable results of such normal use, but he does not have to foresee the possible casual results of a user which departs from the normal.

"Consequently, if a thing has danger implicit in it (as a poison which is to be used for medicine) or has danger almost necessarily involved (as a badly constructed motor car or piece of machinery) the manufacturer is held to liability for failure to label or mix the medicine correctly, or failure adequately to inspect the motor car or the machinery.

"But when a thing is not dangerous *per se* and does not—in order that the ultimate user may get the benefit of it—have to be used in any way in which the alleged defect would probably cause injury, the ultimate user buying it from a retail dealer cannot maintain an action against the manufacturer, unless, of course, he can make out a case of wilful attempt to trap him; an effort so rare in ordinary commercial matters as to be negligible."

The court then referred to some parallel cases. In *Slattery v. Colgate & Co.* (25 R.I. 220, 1903) a barber sued Colgate because soap, which he had bought from a dealer in barbers' supplies, contained an excessive amount of alkali whereby the faces of his customers were burned, resulting in a loss of trade. In this case it was decided that the product was one that was not inherently dangerous, but one that could become so only by the acts or neglect of the manufacturer—"in which case, he is not liable unless he knows of the defect and practices deceit in exposing the defective product for sale. It is only the excess of alkali that can render the compound hurtful. Unless the defendants know of this excess they cannot be held liable. It is not alleged that they had this knowledge . . ."

In *Hasbrouch v. Armour & Com-*

pany (139 Wisc. 357, 1909) the court held that a manufacturer of soap was not liable to the ultimate consumer because the soap contained a needle or small piece of steel with sharp ends.

In *Field v. Empire Case Goods Co.* (179 App. Div. 253) the plaintiff sought to recover from the defendant, who was a manufacturer of folding beds, for the negligent construction of a folding bed purchased from R. H. Macy & Company. Here, also, the court ruled: "An action for negligence cannot be maintained by a third person against the manufacturer of an article not in and of itself imminently and inherently dangerous."

Returning to the case at bar, Judge Woolsey said: "I think that the plaintiff's case here is weaker than any of the three cases just cited."

First, according to the court, because the plaintiff did not allege any knowledge on the part of the manufacturer of the defect in the product. Second, because the plaintiff's plan of stirring the product with his finger was not a contingency which it was the duty of the manufacturer to foresee. Third, because this finger stirring plan was not something that the manufacturer was bound to guard the ultimate users of its product against.

"For the reasons above stated," concluded Judge Woolsey, "an order providing for judgment dismissing the complaint herein, with costs, may be presented to me for signature on two days' notice."

Campaign on Razor Stropper to Start

The Super Specialties Company, Los Angeles, manufacturer of the Super-Stropper for razor blades, has appointed Bruce Daniels, advertising, of that city, to direct its advertising account. A campaign, using magazines and direct mail, will be started in February.

New Garden Tractor to Be Advertised

The Vaughn Motor Works, Portland, Oreg., is planning an advertising campaign for Flex-Tred, a new garden tractor invented by that company. Gerber & Crossley, Inc., advertising agency of that city, have this account.

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What does the radio public want?

Bach or Bud deSylva?

Choirs or crooners?

Dialogs or diaphoretic divas?

The vast radio audience is as difficult to gauge as a theatrical audience. Its tastes are as dissimilar and as contradictory. The element of uncertainty is heightened because the medium of approach is an advertising program.

John Eugene Hasty is an account executive with the McCann-Erickson advertising agency. He has been connected with the show business for many years and knows the "ins" and "outs" of that business thoroughly. He also knows his radio audiences.

He is sceptical about research as a means of finding out what the radio audience likes. He doesn't believe that that is the way to proceed in plotting a radio program. He has other suggestions for making successful radio programs which should be of great interest to those who are about to go on the air or to those who are on the air at the present time.

If you are at all interested in radio read Mr. Hasty's article, "What the Radio Public Wants," in the February issue of PRINTERS' INK MONTHLY.

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New York City

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A JOURNAL FOR ADVERTISERS

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Chicago Office: 231 South La Salle Street. GORE COMPTON, Manager.

Atlanta Office: 87 Walton Street. GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street. A. D. MCKINNEY, Manager.

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NEW YORK, JANUARY 29, 1931

Who Will Be Tomorrow's Chain Leaders?

The rapid growth of the chain-store movement has called heavily upon the reservoir of men from which business leaders come. Chain-store growth may be slowing down but no one can deny that in many respects the movement is only on the threshold of development. What that development will be depends largely on the kind of men that the chains are developing to take over tomorrow's leadership.

Many industries learned long ago that one of their important tasks is to train young men to take the place of older executives as these men pass out of the picture. Most of our largest corporations have definite training policies. Instead of waiting for men to come to them they go out after the alert, energetic young man who gives

promise of future ability. Many manufacturers maintain schools wherein they train these young men, putting them through rigid courses which include not only theory learned from a book but facts learned from the field. Large department stores have followed suit. For some reason many of the chains lag behind.

We do not believe that a college education automatically fits a youngster to be a leader. Neither do such corporations as General Electric or American Telephone and Telegraph. These corporations, however, do believe that a young man who has made the right kind of record at college or in a good high or preparatory school is at least potentially more promising than an untrained, uneducated man. A man whose school record is good has shown capacity for leadership in one field anyway. It is industry's job to mold that capacity to its own uses.

Comparatively few chain stores seem to be interested in this matter of training. They may talk a great deal about every retail clerk in their organizations having a marshal's baton in his knapsack. As a matter of fact only in rare cases is the retail clerk fitted to become much more than a store manager at best. This means that the chains are not preparing as they should for tomorrow's demands.

It is an interesting and significant fact that several large chain organizations during the last few years have gone outside their own fields to get executives. Such a course is tacit admission that these organizations have not been training men for the big jobs.

The chains have many strong points. They also have many weaknesses. One of the most dangerous of these, doubly dangerous because it is so generally unrealized, is the fact that too little attention is being given to this matter of training. We believe that the better chains will do well to make a study of the recruiting and training policies of industrial organizations and large department stores. The next twenty years are going to be critical years in the history of the chain-

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more movement. They will demand something better than haphazard leadership.

Closer Retail Contacts

It is going to be much more important in the future than it has ever been for the manufacturer to keep closer to the retailers of his product. Ordinarily the retailer senses consumer changes more quickly than the manufacturer. Many months before manufacturers were entirely sold on the idea, retailers kept telling them that smaller and cheaper products were what the public wanted. They kept hearing consumers tell them that they were living in smaller apartments, three rooms where they used to have five or six, that large and unwieldy pieces of furniture, radio sets, vacuum cleaners, were not what they wanted.

Merchants have to meet the challenge of such changes and pass the ideas on to manufacturers. But the retailer is mighty busy. He can't be expected to shoot a wire or a letter or tell every salesman who comes in just what he had discovered that day. The merchant is closer to retail demand than the manufacturer by the very nature of his business. It is the duty of the manufacturer today and will be especially in the years just ahead to keep close to the sources of information so that he can translate the retailer's ideas into what the public wants.

Fashion may be so swift that it is hard for anyone to forecast. Style, size, price trends are never so sure on charts in the manufacturer's office as they are when one hears the conversation across the retail counters.

At the Consumer Marketing Conference of the American Management Association, it was discovered that retailers are usually several weeks or months ahead of manufacturers in sensing a change in trend of all sorts of products from pocket knives to spool cotton. The retailer, whether he runs a small store in a small town or is selling across the counter in a big department store, lives in the atmosphere of style and fashion

day in and day out. The closest sort of co-operation between manufacturer and retailer is essential. But the job of discovering trends and translating them into action is definitely the manufacturer's responsibility. If he is going to continue to make a profit he must assume the initiative of keeping in close touch by himself. How this co-operation can be worked out without the manufacturer turning himself into a contractor, submitting to price dictations from the retailer, is one of the problems of the marketing revolution that is still far from solution. It merits the earnest and close attention of management during a time of important and fundamental changes in merchandising practice.

Salesmen as Gloom-Mongers

E. Markel runs a wholesale flour, sugar and allied products business at Mt. Vernon, N. Y. In passing it may be explained that Mt. Vernon borders on the City of New York—it is not a little village stuck away in an Adirondack fastness, but a thriving community directly across the big city line.

It is all the more amazing, therefore, to hear Mr. Markel tell, as he did one morning last week, about the ponderously heavy and dark comments concerning business conditions dropped by men who are supposed to be salesmen and who are calling on Mr. Markel for the purpose of selling certain grocery sundries—not in dozen lots, but frequently in carlots.

There is scarcely one gloomy fact about the present business outlook that these salesmen overlook. Every dire story, every failure, every case of poor credit is not merely stored away in their heads, but is right on the tips of their tongues all ready to pour out in an unbroken flow at the slightest provocation and very often with no provocation at all.

The salesmen of some of the biggest companies in the food field and in the soft drink field are the guilty ones; they rank as crepe hangers of the highest order. What these salesmen hope to gain with their tales of foreboding is impos-

sible to fathom. Do they expect that a recital of business catastrophes is going to stir a business man into a buying fury? Is it their notion that the way to get a man to buy is to scare him into a conviction that the business world is coming to an end?

There are too many salesmen out calling today who succeed in doing nothing else other than leave a trail of despair in their wake. They accomplish no good; on the contrary, they do positive harm.

The fault is not theirs—somebody at the home office who should have coached them fell down on the job. It is up to sales executives to see to it that their men out in the field are ambassadors of business—not ambassadors of gloom and pessimism. It is purely an educational task and it happens to be a job that some of the largest companies have either neglected entirely or failed to put over.

Passing of the Dynasty

The rise of our great corporations to their present position of power, and the merging of smaller businesses that has accompanied this growth, have brought about many changes, among which is the passing of the business dynasty.

It was a natural development that probably would have come about even though our great consolidations had continued to operate as smaller individual units. The breaking up of family control of business is, in a sense, merely a reflection of the spirit of our times. Rule by succession is no longer popular, in government or in business.

Many a company has suffered from mismanagement or lack of strong leadership because its control has passed from an able founder to a weakling son. Of course, in numerous instances the sons have inherited the brains and ability of their fathers and have guided with strong, capable hands. Sons have on occasion built up companies, founded by their sires, to a size and position never dreamed of by the founders.

John D. Rockefeller, Jr., Edsel

Ford, J. P. Morgan, Howard Heinz, Herbert F. Johnson, to mention only a few prominent ones, are among those sons who have proved themselves worthy of the responsibility that has been vested in them largely through the success of their fathers.

But because a father has been successful it does not follow that the son will be also. Fewer men are being made presidents merely because they have the same name as the founder. Only recently the board of directors of Armour & Company elected T. George Lee as a successor to the late F. Edson White, although an Armour was then serving as vice-president of the company. The directors believed that the company needs at the present time a man of Lee's type and training. Mr. Lee has been with Armour & Company since 1895 and is thoroughly familiar with practically every department of the company.

There still are two men bearing the Armour name on the board of directors, but there is now no member of the family serving as an active executive officer. Another business dynasty is passing.

Business is losing something with the passing of rule by succession. It is losing that personal touch that held the loyalty of workers in many plants; it is losing some of its romance. But business gains much more by the secession of its kings. Stockholders and workers will benefit by the selection of better men for executive positions.

Atwater Kent Appointments

L. M. Willis, for the last few years Pacific Coast sales manager of the Atwater Kent Manufacturing Company, Philadelphia, has been appointed Central States sales manager. George Jaud, formerly Northeastern sales manager, succeeds Mr. Willis on the Pacific Coast and E. E. Rhoads, formerly Central States sales manager, has been appointed Northeastern sales manager, succeeding Mr. Jaud.

George Bennehan Again Heads Newspaper Group

George Bennehan, manager of the promotion department of the New York Sun, has been re-elected chairman of the promotion and research managers group of New York City newspapers. This marks his third term of office.

Howard Johnson, to prominent ones, who have the authority of the been vested through the suc-

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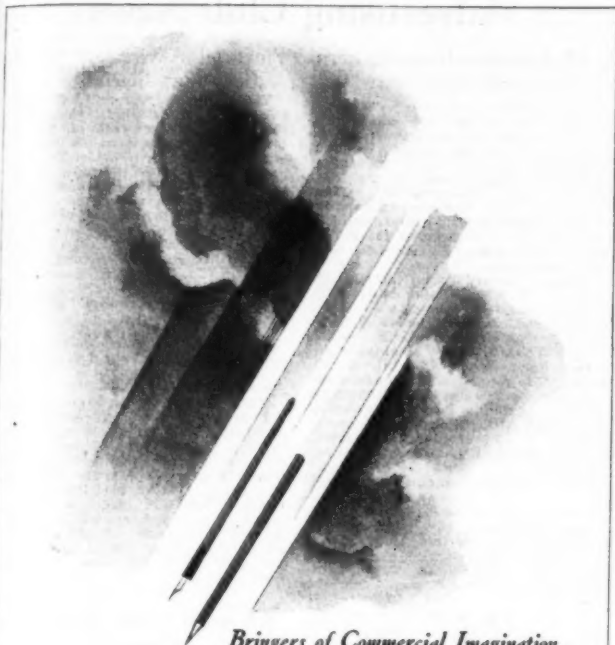
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*Bringers of Commercial Imagination
to American Business*

THE ADVERTISING FOR

PRESTO

Cake Flour—Self-Rising

"The Magic Package"



is created and placed by

McMULLEN, STERLING and CHALFANT, Inc.

250 PARK AVENUE
NEW YORK CITY

Advertising Club News

A. M. Robinson Heads Eastern Industrial Advertisers

A. M. Robinson, of the J. G. Brill Company, Philadelphia, has been elected president of the Eastern Industrial Advertisers at its annual meeting, held at Philadelphia. W. R. Kort Kamp, of the Dill & Collins Company, Philadelphia, was made vice-president. M. K. Wright, of the Baldwin Locomotive Works, Eddystone, Pa., was elected secretary, and L. A. Cleaver, of the F. W. Dodge Corporation, Philadelphia, was elected treasurer.

Directors elected are: Anson B. Harvey, J. E. Rhoades and Sons; W. S. Hays, National Slate Association; L. D. Waldron, McGraw-Hill Publishing Company; T. B. Whitson; R. B. Savin, S. S. White Dental Manufacturing Company and R. E. Lovekin, R. E. Lovekin Corporation, all of Philadelphia; D. C. Miner, Asbestos Slate & Shingle Company, Amber, Pa.; J. Coleman Bently, John A. Roebling Sons Company, Trenton, N. J., and A. O. Whit, Schramm Pump Company, Inc., West Chester, Pa.

Newly elected committee chairmen are:

Program, Roland G. E. Ullman, head of the Philadelphia advertising agency of that name; membership, J. A. Silver, F. J. Stokes Machine Company, Philadelphia, and publicity, R. R. Gerhart, Westinghouse Electric & Mfg. Company, Lester, Pa.

Mrs. M. D. Newton Heads Kansas City Club

Mrs. Maude DeVerse Newton, manager of the Kansas City divisional advertising department of the *Christian Science Monitor*, is now president of the Kansas City Advertising Club. Another executive change in this club is the appointment of Ray Lloyd as executive secretary, and as editor of the club's paper "Advertising Club News."

Mr. Lloyd will devote all of his time to this work. He succeeds William H. Besack, who has been doing this work on a part-time basis. The club has also voted a life membership to Mr. Besack in appreciation of his work for the organization.

Pacific Clubs Set Dates for Convention

At the mid-winter conference of the Pacific Advertising Clubs Association held this month at Long Beach, Calif., the dates for the annual convention, to be held at that city, were set for June 21 to 25, making a five-day session.

A. Carman Smith is chairman of the program committee. Guy T. Burroughs has been appointed chairman of the departmental committee. Clare McCord, of the Long Beach Advertising Club, has been appointed general convention chairman for that organization.

Financial Advertisers to Meet at Boston

The Financial Advertisers' Association will hold its annual convention at Boston during the week of September 14. Ralph M. Eastman, assistant vice-president of the State Street Trust Company, is chairman of the general committee. Chairmen of the various local committees which will be in charge of convention arrangements are: Myles Standish, Boston Post; Louis Munro, Doremus & Company; George Frederickson; Willis P. Beal, Second National Bank; E. H. Kittredge, Hornblower & Weeks; Charles W. Earle, Harris Forbes & Company, and Raymond Hg. National Shawmut Bank.

Wisconsin Press Group to Meet with Madison Club

The Wisconsin Press Association and the Madison, Wis., Advertising Club will hold a joint dinner meeting at Madison on February 12. Gilbert T. Hodges, president of the Advertising Federation of America, will be the guest speaker. John L. Meyer, field director of the George W. Mead Institute, will be toastmaster. Other speakers will include John Kuypers, president of the Wisconsin Press Association, and A. J. Fitschen, president of the Madison Advertising Club.

Promotes Home Remodeling Campaign

The Greater Buffalo Advertising Club has begun a city-wide program of promotion of home remodeling as a means of relieving unemployment in that city. Charles Penney, a director of the club, is general chairman of the committee having the work in charge. Newspaper, radio, poster, car-card and direct-mail advertising will be used to gain city-wide support for the program in which the building trades and allied industries are co-operating.

Advertising Affiliation Selects Hamilton, Ont.

At a meeting of the directors of the Advertising Affiliation held at Buffalo, N. Y., it was decided that the 1931 convention of the affiliation will be held at Hamilton, Ont., on May 15 and 16. The trends of advertising, merchandising and sales in 1931 will be the general theme of the convention. Frank L. J. Sheldon, of Hamilton, was selected as chairman of the convention committee.

Heads Everett, Wash., Club

E. J. Edney has been elected president of the Everett, Wash., Advertising and Display Club. Anne Jensen has been made vice-president and E. J. Seymour has been elected secretary.

Seattle Club Elects Directors

The following were elected directors of the Advertising Club of Seattle at its last year election: Edward N. Hicks, assistant to the general manager of the Pacific Telephone & Telegraph Company; Elmer N. Reed, advertising manager of the Carnation Milk Products Company; Donald Ashton, Western advertising agent of the Great Northern Railway; and R. C. Millsap, advertising manager of MacDougall-Southwick's, department store.

Other directors who continue to hold office are: J. Wesley Willard, Ashley E. Holden, Roy Marshall, Fred M. Rickard and George M. Jacobs.

Columbus Club Holds Annual Exhibit

The annual advertising exhibit of the Advertising Club of the Columbus, Ohio, Chamber of Commerce was held recently at that city. Over 150 panels, representing all forms of advertising prepared by Columbus advertising men, were placed on exhibit and were judged by a committee of four members of the Dayton Advertising Club. Franklin T. Dunlap, of The Geyer Company, Dayton, was in charge of the judging.

Six-Point League Meets

H. B. Le Quatte, president of Churchill-Hall, Inc., advertising agency, addressed a joint session, last week, of the newspaper group of the Advertising Club of New York, and the Six-Point League of New York. His talk outlined a nine-year sales and advertising record of accomplishment for the Gorton-Pew Fisheries Company of Gloucester, Mass.

Dotted Line Club Appoints Program Committee

C. H. Haskins, *National Petroleum News*, has been appointed chairman of the program committee of the A. B. P. Dotted Line Club, Chicago. Claude Wheeler, H. A. Morrison, George Andrews and George Grant have been named to serve with him.

Death of W. S. Dickey

Walter S. Dickey, former publisher of the *Kansas City Journal-Post*, died at that city last week at the age of sixty-eight. He had retired from active management of the newspaper two years ago and had transferred title to a trusteeship made up of himself, his son, W. Lawrence Dickey, and his son-in-law, Marion B. Sharp. He was also president of the W. S. Dickey Clay Manufacturing Company, manufacturer of sewer pipe.

D. L. Brown Leaves L. & T. and L

David Leslie Brown, who has been an account executive with the New York office of Lord & Thomas and Logan, Inc., has resigned.

Poor Richardites Honor Franklin

The annual banquet and Franklin Day celebration, which marks the highspot of the activities of the Poor Richard Club, of Philadelphia, this year celebrated the 225th anniversary of the club's patron saint. Ceremonies began at noon with a luncheon at the clubhouse, members and distinguished guests then joining civic and historic delegations which made a pilgrimage to the grave of Franklin.

Observances were concluded with the annual banquet which was attended by more than 1,000 club members and representatives of advertising interests. Sir Hubert Wilkins, the club's guest of honor, described his plans for an expedition, which will shortly attempt to reach the North Pole by submarine. John Benson, president of the American Association of Advertising Agencies, addressed the audience on the present business situation and the part which advertising is taking to effect a change.

The club also had as its guests, Harry A. Mackey, Mayor of Philadelphia, A. Atwater Kent and Grover A. Whalen, who represented the Advertising Club of New York, of which he is a director. Charles Blum, president of the Poor Richard Club, presided.

Death of Arthur A. Hinkley

Arthur A. Hinkley, long engaged in the advertising business, died at Los Angeles on January 24, in his sixty-seventh year. He was a native of Buffalo, N. Y., and was widely known in the mail-order field through his representation of many papers. These included the *Woman's Magazine*, *Woman's Farm Journal*, *Cheerful Moments* and *Home Life*, which he owned and published.

For a time Mr. Hinkley was with N. W. Ayer & Son, Inc., in the New York office. He also was, at one time, with the former Leslie-Judge Company. Since 1921 he had been manager of the Los Angeles office of Reynolds-Fitzgerald, Inc., publishers' representative.

Because of his solicitude for others, especially younger men, he was affectionately referred to as "Father" Hinkley, a mark of deference by which he was known from coast to coast.

A. D. Porter, former publisher of *The Housewife* and with whom Mr. Hinkley had been associated, has sent *PRINTERS' INK* the following tribute to Mr. Hinkley: "He was always helping and advising and encouraging. His office seemed to me to be a haven for the discouraged and the unemployed. Mr. Hinkley was one of the most unusual and most popular of advertising men."

Hosiery Accounts to Erwin, Wasey

The Trojan Hosiery Mills, Inc., and the National Silk Hosiery Mills, both of Indianapolis, and the Westcott Hosiery Mills, of that city and Dalton, Ga., have appointed the Chicago office of Erwin, Wasey & Company, Ltd., advertising agency, to direct their advertising accounts.

The Little Schoolmaster's Classroom

THE Schoolmaster quotes from a recent bulletin sent out by a large food product manufacturer to retailers:

To our patrons:

On your purchases of..... until further notice, you may deduct Display Allowance of 15 cents a case on the 1½-lb. size and 25 cents on all other sizes.

The Schoolmaster intentionally eliminates the name of the product because he does not want to ridicule one manufacturer for doing what hundreds of others are doing.

American business men are supposed to be realists. Actually, in many of their dealings they are the most prudish romanticists. The young lady of the '50's who put pantaloons on the legs of her square piano was no more fearful of the facts of life than the manufacturer who calls an out-and-out cut in price a "display allowance" or a "free goods deal" or any of the dozen or so other words and phrases used by manufacturers to disguise price-cuts.

* * *

A recent window display test was made by the Edison Lamp Works of the General Electric Company. Forty-six displays were tested in twelve cities to determine which would produce the best results for Edison Lamp dealers. The displays that won out were of the Norman Rockwell school of homely realism. The results of the test were disillusioning to the advocates of the so-called arty display. Since the complete story of this test will appear in *PRINTERS' INK MONTHLY* for February, the Schoolmaster need not go into detail.

He believes, however, that this test is another significant indication that manufacturers who reach the great masses cannot afford to take themselves too seriously as educators of public taste on art, particularly when they are designing window display material.

Because 1931 is going to be a year of competitive strenuousness

when every manufacturer expects the last penny's worth of value from every dollar spent in advertising, advertisers must use great care in their choice of art. The Schoolmaster feels that this does not rule out much of the fine artwork being used in current advertising. He is not recommending a return to the pretty-pretty school of advertising art. He does believe, however, that there is needed a closer scrutiny of the type of artwork which goes to different audiences and in different mediums.

The day has passed when an advertiser could pay a few hundred dollars for a picture and then use that picture in every kind of advertising from periodicals and newspapers to catalogs and window displays. Modern advertising economy isn't achieved that way. It is often cheaper to spend a few hundred dollars more for artwork to assure many thousands of dollars more in sales.

* * *

Your Schoolmaster notes an item from a Chicago newspaper to the effect that the University of Chicago is establishing a "clinic for sick businesses." Personally he thinks about the best "clinic" for any business is an alert individual capable of doing a day's work. In other words, he is a little fed up on "clinics for sick businesses."

In this new venture, according to the report, the university, in co-operation with the United States Chamber of Commerce, is starting out to make a two-year study of all the bankruptcies occurring in the Chicago area. The purpose, it is said, will be to determine what, if any, relation exists between business conditions and individual failures, as well as to find out if possible, what social factors are contributory causes.

Social factors are undoubtedly the same as personal characteristics. In other words an attempt will be made to find out what particular points of a business man's

Realtors—America's Homebuilders



A BILLION DOLLAR

Building Material Sales Backlog

Building material manufacturers find a steady source of business in the replacements required in existing buildings.

Total regular annual replacement construction amounts to a billion and a half dollars. Much of this market, unaffected by the rise and fall of new building, is available through Realtors who care for buildings and do all the necessary repair, replacement, and remodeling work necessary to keep and attract tenants for these older buildings in competition with new buildings. Tens of thousands of homes, apartments, stores, small and medium-sized business buildings are handled by Realtors' property management departments.

This regular, "rain or shine" market is offered you by the NATIONAL REAL ESTATE JOURNAL in addition to the great amount of new building carried on by Realtors each year. Advertise in this publication and build up a backlog of sales.



NATIONAL REAL ESTATE JOURNAL



PORTER-BEDE-LANGTRY CORPORATION, PUBLISHERS
139 N. Clark Street Chicago, Ill.

WANTED

A large middle-western Advertising Agency has an opening for a man to assist in general contact work on a large national account. This man must have a thorough knowledge of outdoor advertising and wide experience also with newspaper and other types of advertising.

Write, giving full details of business experience, age, education and salary expected. A splendid opportunity exists for an intelligent man who is willing to work hard.

* Address "U," Box 264
Printers' Ink

ARE YOU THIS MAN?

For the man who knows the construction field, has advertising experience, can write productive sales letters, has a talent for creating forceful direct mail, who knows salesmen, can analyze sales problems, who is thoroughly acquainted with Dodge Reports, and who can present his ideas in graphic chart form and crisp sentences—for that man the F. W. Dodge Corporation has a real opportunity in the field of customer service work. Man desired is under 35, Christian, ready to travel, an engineer or graduate of a school of commerce and finance. Give full information and salary required in first letter. Telephone and personal applications will not be considered. Submit no samples of work until requested.

Address "E," Box 222
Printers' Ink

personality seem to tend toward failure. After analyzing a few hundred cases, will any of these social factors stand out as characteristic of business failure? And if they do, will they be anything different from the usual analysis of business incompetency?

Well, you can't tell. Off hand the whole idea sounds very theoretical to your Schoolmaster. In other words it doesn't do much good to tell a man why he has failed after he *has* failed. And certainly you could never convince a man beforehand (fortunately) that he possessed all the essential characteristics of a full-blooded failure.

On the other hand a diagnosis is sometimes a good thing to have, even if very little can be done about it. A thoroughgoing analysis of business incompetency will at least be received kindly by the advertising departments of correspondence schools.

* * *

It is the right, and duty, of every big business man to be busy. In order that he may have time to plan and direct he must be protected from unnecessary interruptions.

But why is it necessary for the guardians of the sanctum to be so rude as many of them are? Try to reach the president of Amalgamated Almonds, Inc., on the telephone and a not-too-pleasant voice is likely to ask, "Who's calling?" and then, "What did you wish to speak to him about?" It isn't so much the questions that are asked as the tone of voice.

No matter who may be calling, whether it be customer or bond salesman, he is entitled to courteous treatment. Even the busiest business man should see to it that those whom he selects to keep away the unwelcome visitor are tactful and courteous.

Common decency should dictate such a policy; but if that doesn't, good business practice must. It doesn't pay to offend, or even annoy, customers.

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George Washington, the advertiser, is not a familiar figure, yet a recent issue of the Los Angeles

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Dealer Herald reprints part of an advertisement which the first President of the United States published in the *Maryland Journal and Baltimore Advertiser* of August 20, 1773, less than two years before he was called to take command of the meagre Continental army at Cambridge, Mass. At the time the advertisement appeared Washington held 20,000 acres of land on the banks of the Ohio and Kanawaha rivers. He decided to subdivide and sell this tract and his advertisement was a long and comprehensive statement of the merits of his land and was signed by him. A paragraph from his advertisement follows:

None can exceed these lands in luxuriance of soil or convenience of situation, abounding in fish and wild fowl, as also in most excellent meadows, many of which (by the bountiful hand of nature) are in their present state almost fit for the scythe. From every part of these lands water carriage is easy, to the great ease and convenience of settlers in transporting the produce of their lands to market. If the scheme of establishing a new government on the Ohio in the manner talked of should ever be effected these must be among the most valuable lands in it, not only on account of the goodness of the soil and the other advantages enumerated, but from the contiguity to the seat of government.

The Schoolmaster would hesitate to hold up this copy as an example for present-day copy writers, yet it has several points that even our best copy writers would find it difficult to improve upon.

* * *

The Schoolmaster is reminded of a letter that General Washington wrote to Major General Knox in 1789, three months before his inauguration as President. This letter indicates that in addition to being an advertiser, Washington was also a reader of advertisements or, to use a modern expression, a good prospect.

On January 16, 1789, in the *New York Daily Advertiser*, Gilbert Everingham, 44 Water Street, New York City, announced that he had just received from Hartford, Conn., a few pieces of "superfine broadcloths of an excellent quality which may be had in patterns at reasonable prices." A reproduction

More Rigid Than The A. B. C.

are the circulation
standards of

RETAILING

The Fairchild Weekly of
Modern Methods of Distribution

8 E. 13th ST., NEW YORK

DON'T GUESS—KNOW

Arnold Research Service

OFFERS:

Market Analyses
Consumer Surveys
Trade Surveys
Product Tests
Style Trends
Copy Tests

FOR

Agencies
Manufacturers
Publications
Radio Stations
Retail Stores
Associations

45 West 45th Street
New York
333 North Michigan Ave., Chicago

Advertising Agency FOR SALE

Recognized, good name and reputation, completely equipped and some business. Partners retiring. Splendid offices, 1850 sq. feet, short or long lease. Fine location in New York City.

\$5,000

"D," Box 121, Printers' Ink

I ought to know foreign advertising

Organized first international program of prominent automobile company, 1919-20. Reorganized European program, another (and even larger) automobile company. Spent three years in Europe, in charge of all advertising for this company. Returned to United States, to handle all its foreign advertising in the world with exception of Canada. Became manager, European office of one of foremost American advertising agencies. Have directed expenditure of many millions of dollars in foreign markets, which is a lot of money for advertising outside the United States. Have had on-the-ground experience in eighteen different countries. Open to proposition in United States or abroad.

Address "G," Box 123, Printers' Ink

168 Inquiries...

Anticipate 200 mark
before month is over

"AT this time we take great pride in advising that our third-page in October pulled 168 inquiries so far and without a doubt will hit the 200 mark before the end of the month.

"The inquiries have been of the highest type and business has resulted at this early date."

A. G. STEVENSON & Co., INC.
MFRS. OF "HAVALITE PENCIL"

Printers' Ink Monthly

185 Madison Avenue

New York City

of this advertisement will be found in Frank Presbrey's "The History and Development of Advertising."

Although the Schoolmaster printed General Washington's letter several years ago he feels that the Class will be interested in reading it again. It follows:

"MOUNT VERNON,
January 29th, 1789.

"My dear Sir:

Having learnt from an Advertisement in the New York Daily Advertiser, that there were super-fine American Broad Cloths to be sold at No. 44 in Water Street; I have ventured to trouble you with the Commission of purchasing enough to make me a suit of cloaths. As to the colour, I shall leave it altogether to your taste; only observing that if the dye should not appear to be well fixed & clear, or if the cloth should not really be very fine, then (in my judgment) some colour mixed in grain might be preferable to an indifferant (stained) dye. I shall have occasion to trouble you for nothing but the cloth & twist to make the button holes.

If these articles can be procured and forwarded, in a package by the stage in any short time your attention will be gratefully acknowledged. Mrs. Washington would be equally thankful to you for purchasing for her use as much of what is called (in the Advertisement) London Smoke as will make her a riding habit. If the choice of these cloths should have been disposed of in New York where could they be had from Hartford in Connecticut where I perceive a Manufactory of them is established? With every sentiment of sincere friendship

I am always, Affectionately Yrs.,
(Signed) G. WASHINGTON.

There is one postmark, Le Perroux, France, which, when the Schoolmaster sees it in his mail, instantly warms his heart and makes him expectant of a pleasant surprise. In Le Perroux resides a genial and philosophical observer of advertising—Monsieur Doffoil, a gentleman in his seventies, last of his line.

It was Monsieur Doffoil, the

No twirling of advertising's thumbs

ADVERTISING has entered the year with plans, appropriations and lists in a state of flux. Even agencies await more propitious times for decisions on campaigns.

In publishers' offices there are no thumbs complacently twirling with 1931 business safely on the books.

This state of flux places an extra burden on every seller of space. It calls for hard, constant work.

Lists are going to be "breaking" constantly during the next six months.

Instead of one decision

—one solicitation—on an account, three or four may be required.

Aggressive advertising is an effective means of meeting this problem. No sales force, however big, can be sure of covering every possible source of business with required frequency, but it can be backed up by the frequent direct calls that advertising can make.

PRINTERS' INK will make 23,600 calls *every week* including the very people a publisher must sell among advertisers and advertising agencies. *And it enters under the most favorable auspices.*

PRINTERS' INK PUBLICATIONS

A Powerful Promoter of Sales

The standing of the American Lumberman insures ready acceptance of all products whose advertising it carries. If your product has merit, the American Lumberman can ease the sales path for you.

American Lumberman

Est. 1873 CHICAGO A. B. C.

IT CAN'T BE POSSIBLE

... that a man with my experience shouldn't be able to land some sort of a job.

A writer of powerful letters and literature . . . editor of a house organ . . . advertising manager for busy department stores . . . an Al correspondent . . . supervisor of a road force . . . a thorough knowledge of advertising, printing, engraving, mailing. . . a capable assistant to a busy executive . . . I'll take any reasonable amount. Age 33—married. Five years in last job, important advertising position.

Address "A," Box 286, Printers' Ink

PEP AND PUNCH

In advertising or mailings by young college woman, former Editor weekly magazine.

Further background:

advertising promotion on New York newspaper; several years' agency experience, including thorough knowledge production and space buying. An ideal combination as advertising manager for small manufacturer.

Address "V," Box 286, Printers' Ink

What... A Jew!

I want to work for someone who is intelligent enough to realize that a man's ability does not depend upon his religion. I've had seven years' plan and copy experience with New York agencies and on a free-lance basis. Also a year's selling experience. Many of the things I've done, some national, the majority on smaller accounts, have brought excellent returns and were praised in print by others. My next job need not necessarily be with an agency. Wherever ideas and copy are needed, testing is to be done, results analyzed, plans formulated—that's where I'd like to be, working alone or with others. I'm 28, American born, married and a university graduate. For the present the meeting-post is "W," Box 263, Printers' Ink.

Class may recall, who offered his name to an American advertiser for perpetuation. Proud of his name is Doffoil and anxious that it shall not go into oblivion. He is conscious of the standards that are self-imposed by American advertisers of reputation. He believes that adoption of his name would transfer its historic and unblemished character to a worthy product that would keep the name alive after his passing.

Monsieur Doffoil in so magnificent a gesture has demonstrated his sincere respect for American advertising. Through PRINTERS' INK he follows its advancement and the work of those who bring it to greater accomplishment. His observations brought to his attention an advertisement of advertising men in New York which urged contributions to the annual United Hospital Fund campaign.

That this message was addressed to advertising men in New York, that by no freak of chance could he ever get any personal benefit from a contribution that he might make, such thoughts as these did not keep Monsieur Doffoil from responding to the hospital's appeal for help in human misfortune. So it happens that the Schoolmaster got a letter from Le Perroux with which Monsieur Doffoil enclosed a 100 franc note as his donation to the cause.

To the Schoolmaster this action is the essence of good world citizenship, of fine fellow feeling and of true friendship. The note and the letter have been forwarded to Stanley Resor, chairman of the committee of advertising and publishing interests for the United Hospital Fund. Monsieur Doffoil's fine and unselfish action will encourage those who are directing this charity.

Guenther-Bradford Agency Opens Los Angeles Office

Guenther-Bradford & Company, Chicago advertising agency, has opened a Los Angeles office which will be located in the Bankers Building, 629 South Hill Street. G. Bruce Carpenter, formerly with Roy Alden & Associates and, before that, with the Lockwood-Shackelford Company, both of Los Angeles, is manager of the new Guenther-Bradford office.

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Success Heater Merged with Midland Furnace

The Midland Furnace Company, Columbus, Ohio, and the Success Heater Manufacturing Company, Des Moines, Iowa, have merged. The patents, machinery, patterns, merchandise and sales connections of the Success company have been taken over by the Midland company, which will manufacture Success heaters. The Des Moines branch will be continued as a sales office with William Gunton, sales manager of the Midland company, in charge.

A. M. Taylor to Direct Leonard Refrigerator Advertising

Albert M. Taylor, formerly advertising manager of the Kelvinator Corporation, Detroit, has been appointed director of advertising and sales promotion of the Leonard Refrigerator Company, of that city. Mr. Taylor was also, for many years, advertising manager of Copeland Products, Inc., and was, at one time, with the Franklin Automobile Company, Syracuse, N. Y., as director of advertising.

Acquires "National Builders Catalog"

The "National Builders Catalog," formerly published by the National Trade Journals, Inc., New York, has been taken over by Industrial Publications, Inc., Chicago. The first edition under the new ownership will be dated 1931-1932.

New Account to McCready-Parks

Elizabeth Lee, Inc., New York, has appointed McCready-Parks, Inc., advertising agency of that city, to direct the advertising of a new beauty preparation. Plans call for the use of magazines and newspapers.

Leichter Company Adds to Staff

Roy Compton, formerly with the Los Angeles office of James Houlihan, Inc., advertising agency, and Coy Williams, formerly with the New York *Herald Tribune*, have joined the staff of the Leichter Company, Los Angeles advertising agency.

Wanted—

Young man with experience in creating ideas, sketching and layout work for sales contests. Must be willing to start at moderate salary. Give full details as to ability and experience.

Address "C," Box 120, P. I.

\$24,000 Capital and Active Services

in the sales end of a going business are being sought by one of our clients, who will give—and demands—the very highest references; the business has the national exclusive agency on a patented container to be sold at a popular price in very large volume in the soft drink industry; it is now being used by many of the largest producers and distributors in allied fields; it is contemplated that the man coming in will become vice-president in charge of sales and receive a 40 per cent interest in the business, and in our opinion will avail himself of an unparalleled opportunity.

Address "V," Box 265
Printers' Ink

DIRECT MAIL MAN

to become associated with established business training institution and take charge of sales promotion. Investment of \$5,000 required. A real opportunity for right man. Address "B," Box 269, Printers' Ink.

NOTE TO Presidents, Sales Mgrs., Credit Mgrs., Production Mgrs., Advertising Mgrs., Research Mgrs., and Accountants of progressive concerns.

NEW CHART SYSTEM

Leading business helps concerns and university experts have designed 34 Instant Use Chart Forms, making it easy to picture the relation of figures of great value in making future plans. Send \$1.00 for complete sample set and a copy of our booklet, "Better Foresight" describing ways to use each form. Business Charting Institute, 1804 Tribune Tower, Chicago, Ill.

Over 100 of the largest concerns have adopted this plan in the past 10 days.

PLAN FOR 1931

Selling through AGENTS

The profitable way is to know how to get agents and keep them working. We know how as a result of ten years' specialization in direct selling. Write or call Direct Selling Headquarters, THE MARX-FLAUSHEIM CO., 629 Enquirer Bldg., Cincinnati, O.

"GIBBONS knows CANADA"

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

WANTED TO BUY TRADE JOURNAL FOR CASH—Preferably in exclusive field. Lightner Publishing Corporation, 2810 So. Michigan Avenue, Chicago, Illinois.

PATENTED DIRECT-BY-MAIL ADVERTISING ARTICLE

Original idea. Can be manufactured very profitably by printers. Sell reasonably. Ask for samples. Box 451, Printers' Ink.

PUBLISHER WISHES TO BUY OUTRIGHT TWO SMALL NON-TECHNICAL PUBLICATIONS
Send copies and full details, including price, to Box 440, P. I., Chicago Office.

Wanted—A trade paper or newspaper to represent in the Chicago territory by a publishers' representative. 7 years' experience. Office established 4 years. Editorial representation can be arranged. Box 434, Printers' Ink, Chicago Office.

TRADE or CLASS JOURNAL WANTED
Present publisher of trade and class journals wants to acquire one or more additional journals for his establishment to lighten overhead. Will purchase cash or terms. Box 441, Printers' Ink.

WANTED: PRESS WORK
Bargain circulars, 17½x22½, News Print Broadside 22½x35, high-speed Duplex rotary press work—one or two colors and black, job printing. Capacity of several million a week. Foster & McDonnell, 728 W. 65th St., Chicago, Illinois.

FREE LANCE ADVERTISING WRITER Copy—Layout—Ideas

Preparation of all kinds of business paper copy, booklets, catalogs, portfolios, etc. Fifteen years' experience. Specialist in creating direct mail advertising. Can handle all or any part of art and production work. Box 433, Printers' Ink.

EMPLOYMENT SERVICES

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

Specializing in Advertising Personnel

Executives, craftsmen, juniors, secretaries, clerical. Individual attention to all placements by Elizabeth Muncy, for 10 years in charge of employment bureau for AAAA.

Muncy Placement Service

Caledonia 5-2611
280 Madison Avenue, New York City

● Walter A. Lowen ●

Serving leading Agencies with trained personnel. **Confidential Interviews:** 9-1 P.M. Vocational Bureau, 105 W. 40th Street, New York City.

HELP WANTED

WANTED — EXPERIENCED SALESMEN by long established folding paper box manufacturer located in the East. Salary and percentage of profits. Box 450, Printers' Ink.

A TEXTBOOK house wants a sales manager to organize a sales force from scratch, who has proven results before, and references, of course. Don't apply if you have sold books by mail only. Our sales promotional man has a job already. Salary liberal. Box 449, P. I.

PRINTING SALESMAN—Somewhere in the printing or advertising line in New York there is a young man who knows production who can sell printing if given the proper backing. We are looking for such a man. Write us giving full details about yourself and your experience. Box 443, Printers' Ink.

WANTED—RETAIL COPY
Agency desires immediately, copy man with retail experience and ability to produce his own copy in striking layout and typography. Must be able to build striking ads that sell merchandise. Send full particulars, salary to start and samples in first letter. Box 442, Printers' Ink.

Branch Managers—Unusual opportunity for men capable of organizing and managing efficient sales force. Exclusive agencies open on patented office specialty greatly needed in every office, school, etc., where typewriters are used. A revolutionary device—sales possibilities unlimited. Small investment required. Only men accustomed to earning \$5,000 annually and better and who can meet above qualifications need apply. No attention will be paid to applications unless qualifications, references, territory desired, etc., are furnished in confidence. Sano Typewriter Pad Company, Second National Bank Bldg., Wilkes-Barre, Pa.

MAGAZINE LAYOUT ARTIST WANTED

National magazine with headquarters in New York has open splendid position for man who knows layout design, both photographic and typographic. Magazine believes there is more beauty in simplicity of arrangement of photographs, illustrations and type than in decorative effects. Only a man who is a student of his craft and has original ideas is wanted. In your letter give age, training and experience. All replies will be kept confidential. Apply Box, 445, P. I.

MISCELLANEOUS

3rd STREET, 25 WEST—Advertising Agency has several beautifully furnished offices, high, light, sunny. Telephone, reception room service; \$100.00, \$75.00, \$65.00, \$60.00. Room 1710.

ARTISTS or ADVERTISING MEN—attractive space to rent, with plenty of light. Furnished, if desired. Very reasonable. Phone Mr. B., Wisconsin 7-4235. 101 W. 37th St., N. Y.

A-1 LETTERING SERVICE

One or two more firms needing Hand Lettering can be serviced at reasonable and reliable terms. Box 453, P. I.

POSITIONS WANTED

PHOTOGRAPHER—Still and Movie. Full equipment cameras, lights, studio and accessories, open for commissions or position. Address Studio 207, 939 Eighth Avenue, New York City.

Former business and newspaper editor wants position as director of publicity and advertising with large corporation, preferably in metal industry. Knows news and how to make it interesting. Box 446, P. I.

BUSINESS PAPER

Subscription Department and Circulation Promotion Manager of long experience; possessing originality; who is progressive and a hard worker; is ready to go when opportunity presents itself. Box 439, P. I.

EXHIBIT AND DISPLAY EXPERT—National advertiser or advertising agency can now have services of head of department country's largest general display company; college graduate, 35, married; best references present affiliation. Box 448, Printers' Ink.

Layouts, Dummies, Ideas—Newspaper, magazine, direct mail, window displays; versatile idea man; exceptional experience largest agencies; New Yorker; go anywhere. Box 437, Printers' Ink.

Business Paper Editor Available—Have had wide experience in merchandising and production fields as well as in the economics of general business. Capable of directing editorial force. Box 447, P. I.

Distribution Research Engineer with wide successful experience is interested in a new connection. Box 435, P. I.

ADVERTISING MANAGER

Experienced direct mail. Take charge advertising department manufacturer, wholesaler, mail order. Copy, layout, ideas. Sales correspondence. Box 438, P. I.

PART TIME COPY

Layouts and ideas by high-grade man. Finest possible work. Excellent service. Box 436, Printers' Ink.

SPACE SALESMAN—trade publication or advertising manager manufacturing concern. College graduate; architectural, engineering background; two years' editorial, advertising experience trade publications building field. American, gentle. Salary \$85. Box 444, Printers' Ink.

SALES MANAGER

Presently directing three hundred salesmen. Only reason for wanting change is for advancement. Have worked ten years with national concern, five years as sales manager. Specialty selling. Personal interview desired. Age 33. Box 452, Printers' Ink.

Bound to Get the Most Out of Them

COPIES of the PRINTERS' INK PUBLICATIONS when bound provide easy, orderly reference to sales and advertising problems.

Swift & Co. executives, for instance, have available in handy and convenient form a wealth of "invaluable material" to draw from, as their letter shows.

"We now have in our library PRINTERS' INK MONTHLY bound from January, 1923, to date and PRINTERS' INK WEEKLY bound from 1916 to date. We find this material invaluable."

Binders keep copies in neat chronological order and make an attractive addition to any desk or library. These binders are sold at cost. The WEEKLY binder, holding seven to nine copies, \$1.25 postpaid. MONTHLY binder, holding six copies, \$2.00.

PRINTERS' INK PUBLICATIONS

185 Madison Avenue :: :: :: New York



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ACME WHITE LEAD
ADDRESSOGRAPH
ALEMITE
ARMOUR
BUNTE BROS.
CELOTEX

MARMON
MAYTAG WASHER
MINNEAPOLIS HONEYWELL CO.
MUELLER FAUCETS
MUNSINGWEAR
NAT'L CONFECTIONERS ASS'N

***and still growing**

CLARION RADIO
COCA COLA
EAGLE Picher LEAD
EASY WASHER
FAIRBANKS-MORSE
FISK TIRES
GENERAL ELECTRIC CO.
GENERAL TIRE CO.
GOLD MEDAL FLOUR
GOODYEAR TIRES
GREYHOUND LINES
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WESTINGHOUSE
WEYERHAEUSER
WILSON-JONES

COLLINS & ALEXANDER, Inc.

65 East South Water Street, Chicago, Illinois

*Not a Who's Who of National Advertisers but the Honor Roll of America's Finest Engraving Plant. By this we mean it has been our

honor to make plates for these leading concerns. Watch this list grow. We predict it will be the most impressive one in America.

Feature editors
and departments
of the Chicago
Tribune received

1,259,942
LETTERS

from Chicago
Tribune readers
in 1930

59%

or

742,185

of these letters
were from
WOMEN

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER